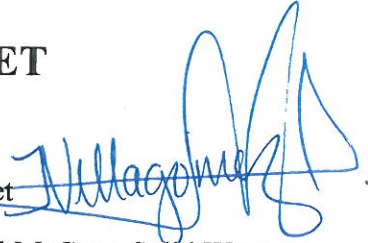


CITY OF SAN ANTONIO

OFFICE OF MANAGEMENT & BUDGET

TO: Sheryl Sculley, City Manager

FROM: Maria Villagómez, Director, Office of Management & Budget 

COPY: Mayor and City Council; Executive Leadership Team; David McCary, Solid Waste Director; Frank Miller, Airport Director; Jorge Perez, Building & Equipment Services Director; Casandra Matej, Convention and Visitors Bureau Director; Felix Padron, Creative and Cultural Development Director; Robbie Greenblum, Chief of Staff to the Mayor; Chris Callanen, Assistant to the City Council

DATE: September 4, 2013

SUBJECT: REQUESTED BUDGET INFORMATION FROM CITY COUNCIL BUDGET WORKSESSIONS

This memo addresses requests for information from City Councilmembers during the Worksessions held on Tuesday, August 27; Wednesday, August 28; and Thursday, August 29. A total of eight Departmental budgets were reviewed in detail with the City Council including Solid Waste, Airport, Capital Improvements Management Services, Development Services, Building and Equipment Services, Convention and Visitor's Bureau, Convention Sports Facilities, and Cultural and Creative Development.

Solid Waste

Bulky Waste Drop Off Centers

The FY 2014 Proposed Budget recommends the addition of two bulky waste drop-off centers to supplement the two existing bulky waste drop-off centers which opened during FY 2013. The purpose of these sites is to provide opportunities to residents to conveniently dispose of bulky items and discourage illegal dumping.

Councilmembers Saldaña and Viagran requested information on the resources devoted to advertising and marketing the bulky waste drop-off centers. Councilman Saldaña also requested information regarding the department's plan to place signs deterring illegal dumping in high offense locations in the city.

The Solid Waste FY 2014 Proposed Budget includes approximately \$1.3 million dedicated to advertising and marketing of all Solid Waste services. Included in this budget is \$150,000 dedicated to the advertising and marketing of the bulky waste drop-off centers.

In FY 2014 the Solid Waste department will target 13 locations that have been identified as chronic illegal dumping locations to install signs which advertise the City's free bulky waste collection sites. The department will collect data on waste cleaned at these 13 locations to measure the effectiveness of the signs and determine any potential expansion of this marketing program.

Airport

Airport Traffic Volume and Flight Schedules

In FY 2013, the San Antonio Airport offered 60 flights per week during the peak summer season to and from Mexico making San Antonio the 10th largest gateway into Mexico. Beginning September 1, the Airport will offer 50 flights per week. Councilwoman Viagran requested the list of US Airports considered the top 10 gateways into Mexico. The table below includes the list of these airports.

US AIRPORTS - TOP TEN GATEWAYS TO MEXICO	
1 Houston Intercontinental	6 John F Kennedy (NYC) International
2 Dallas-Fort Worth International	7 Hartsfield-Jackson Atlanta International
3 Los Angeles International	8 San Francisco International
4 Miami International	9 Chicago O'Hare International
5 Phoenix Sky Harbor International	10 San Antonio International

Councilwoman Viagran also requested the number of direct flights into Mexico City and other destinations into Mexico by carrier and city. The table below provides the list of weekly flights to Mexico.

Carrier	Destination	Frequency
AeroMexico	Mexico City and Monterrey	Daily
AirTran	Mexico City	Daily
AirTran	Cancun	3 times per week
Interjet	Mexico City	Daily
Interjet	Monterrey	2 times per week
Interjet	Toluca	3 times per week

During the summer season that ended August 31, Viva Aerobus provided 3 times per week service to Monterrey and United provided once per week service to Cancun.

Impact of Sequestration on City of San Antonio Airport

Earlier this year, the Federal Aviation Administration (FAA) notified the Airports Council International of North America (ACI-NA) and the other key aviation associations regarding expected impacts of sequestration on FAA facilities and operations. The FAA is planning to reduce its expenditures resulting possible full-time and nighttime closures of airport contract air traffic control towers as well as furloughs of FAA staff.

The San Antonio Airport anticipates that as a result of expenditure reductions, the FAA may cease to fund contract air traffic control tower services at Stinson Municipal Airport which will have a potential financial impact to the San Antonio Airport of \$700,000 annually. Additionally, the Transportation Security Administration (TSA) may transfer the responsibility of security and

control of the International Airport checkpoints exit lanes to the City of San Antonio. This transfer could take effect January 1, 2014 and it may result in a financial impact to the airport of \$620,000.

Councilmember Lopez requested information on what jurisdiction allows TSA to transfer the responsibility of security and control of the International Airport checkpoints exit lanes to the City of San Antonio. The authority of the TSA and the TSA Administrator is granted by Congress through the laws establishing the Transportation Security Administration.

Development Services

Development Services Fund Revenue Estimate

The Development Services Fund captures all revenues associated with of all City development services activities. The FY 2014 revenues accounted in the Development services fund include development services permits and fees, transfer from the General Fund for Inner City Reinvestment Infill Policy (ICRIP) and fire prevention Fees, and Interest Income. Prior to FY 2014 the Development Services Fund revenues also accounted for a transfer from the General Fund for 70% of the Planning Department and 100% of the Office of Historic Preservation, these two units have been transferred to the General Fund in FY 2014 and are no longer included in the Development Services Fund.

Councilwoman Chan requested the FY2013 Development Services revenue estimate without transfers from the General Fund for the Office of Historic Preservation and Planning Department. The table below reflects the revenues from development services permits and fees only for FY 2013 and FY 2014.

FY 2013 Adopted Budget ¹	FY 2013 Estimate	FY 2014 Proposed Budget
\$24,862,253	\$27,049,184	\$27,474,528

¹Adopted Budget was amended with the Mid-Year Budget Adjustment Ordinance of May 30, 2013 to \$24,129,473 to reflect better development services activity.

Building Equipment Services

Fleet

The Building and Equipment Services Department manages a fleet of 4,214 units of equipment for the City. This department is responsible for the acquisition and disposal of vehicles, and the maintenance of all City vehicles and heavy equipment with the exception of the Fire Department's fleet which has a separate mechanic shop. Councilmember Medina requested the breakout of the total City fleet and the number of hybrid vehicles.

The table below provides a breakout of the current fleet composition. Of the total of 4,214 units, 354 are hybrids including sedans and sports utility vehicles.

City of San Antonio Fleet	
Equipment Category	# of Units ¹
Police (includes Parks and Aviation Police, City Marshal and Parking Enforcement)	1,412
Fire	384
Carts/ATV	186
Medium/Heavy Trucks	665
Off Road Construction	302
Pickup Trucks	691
Sedans	311
SUVs/Vans	263
Total	4,214

Note: 1 – Excludes non-motorized and light equipment

FY 2014 Building and Equipment Services Personnel Budget

Councilman Nirenberg requested information on the year-over-year budget change in the personnel services budget for the Fleet and Facilities divisions of the Building and Equipment Services Department. Attachment I provides this information.

Fleet Utilization Study

At a City Council “B” Session on May 15, 2013, the Building and Equipment Services Department presented to City Council the results of a Fleet Utilization Study. Councilman Nirenberg requested the number of vehicles reduced as recommended in the Fleet Utilization Study. A total of 64 vehicles were reduced as a result of the Fleet Utilization Study, and the table below provides the number of vehicles reduced by department.

Fleet Utilization Study – Vehicle Reductions			
Department	# of Vehicles Reduced	Department	# of Vehicles Reduced
Alamodome	8	Health	6
Aviation	1	Human Resources	1
Building & Equipment Services	1	International Affairs	1
Human Services	19	Parks & Recreation	10
Convention Facilities	3	Development Services	1
Convention and Visitor’s Bureau	1	Public Works	5
Downtown Operations	6	Solid Waste Management	1

Deferred Maintenance

The City of San Antonio owns and leases approximately 600 facilities that include police and fire stations, parks, community centers, senior centers, tourism facilities, heavy equipment centers and administrative offices. As part of the FY 2014 budget development, the Building and Equipment Services Department began the development of a comprehensive facilities needs analysis of City-owned facilities. The first phase of this project resulted in the identification of \$149 million in facility needs. Of the \$149 million; \$101 million is for the replacement of heavy equipment service centers and two fire stations, and \$48 million is for deferred maintenance of other City-owned facilities.

Councilman Soules requested a list of facility needs of all City-owned properties. A preliminary list of facility needs compiled as part of the FY 2014 Budget development process is attached (Attachment II) . This initial list of facilities needs does not represent a comprehensive analysis of all city-owned facilities. Over the course of FY 2014, the Building and Equipment Services Department will continue to refine this initial analysis.

Market Value of City Buildings

Councilman Soules requested the total market value of all City-owned buildings. The City does not have a market value assessment for all City-owned properties.

City Leases

The City of San Antonio manages several leases of city-owned property that includes a mixture of market rate and below market rate transactions. Councilmember Soules requested a list of below market rate leases. Attachment III provides a list of below market rate leases of City-owned property.

Convention and Visitors Bureau

Strategic Plan

In March 2013 the San Antonio Convention and Visitors Bureau (SACVB) worked with the Nichols Tourism Group/Radcliffe Group to develop a long-term strategic plan to stay competitive within the hospitality/tourism industry and to enhance the visitor experience in San Antonio. The Strategic Plan identifies five key areas to maximize the SACVB performance: 1) Work Towards an Enhanced Organizational Structure, 2) Maximize the Effectiveness of the Convention and Group Sales Efforts, 3) Broaden Marketing Initiatives to Maximize Destination Awareness, 4) Expand and Enhance Range of Leisure and Convention Services; and 5) Maximize Connection to the Community and its Future Development Opportunities.

Councilmembers Viagran and Nirenberg requested a copy of the SACVB Strategic Plan. Attachment IV for provides a copy of this plan.

Media Value Formula

The SACVB maintains several performance measures including the financial value of Media Coverage. In FY 2014 the Department estimates that the value of media coverage of the San Antonio market would be \$27 million. Councilmember Nirenberg requested information on how the media value is calculated.

The SACVB utilizes Destination Marketing Association International's (DMAI) recommended media reporting measures and uses a conservative reporting approach. The CVB tracks and reports only the value of coverage of San Antonio that appears editorially (not advertising) and only when the coverage is a result of SACVB efforts. The dollar value assigned to media coverage is based on the cost SACVB would have paid for such efforts based on current market prices.

NBA Finals Economic Impact

The San Antonio Spurs were the 2013 NBA Western Conference Champions, allowing them to advance to the 2013 NBA Finals. Councilwoman Viagran requested the economic impact to San Antonio as a result of the San Antonio Spurs appearance in the NBA Finals.

The SACVB contacted the Spurs organization and no definitive financial figure was readily available, however some relevant information was provided. The San Antonio Spurs in the NBA Finals brings national and international exposure to San Antonio. The NBA aired live in 215 countries and territories and 47 languages on TV, online, mobile devices and social media. The international world feed included shots of the city as part of the broadcast highlighting San Antonio to a global audience. More than 300 international media members descended on San Antonio to cover the NBA Finals.

Creative and Cultural Development

Public Art Plan

The City Council approved the City's 2012 Bond Public Art Plan in October 2012. This Plan was developed following the City Council approved Public Art Ordinance that designates 1% of eligible capital improvements funds for public art and provides for guidelines addressing art conservation and maintenance of art collection. Councilmember Viagran requested a copy of the 2012 Bond Public Art Plan. A copy of this plan is provided in Attachment V.

Art Agencies Budget

The Creative and Cultural Development Department manages the City's Arts Agencies Funding Process. This process is guided by the City Council Adopted Arts Agency Funding Policy and Guidelines. The Policy states that agencies with operating Budgets of up to \$800,000 can receive up to 30% of their budgets from the City. Agencies that have operating budgets between \$800,000 to \$2 million can receive up to 20% of their budgets from the City, and agencies with operating budgets of over \$2 million can receive up to 10% of their budgets in from the City.

Councilmember Nirenberg requested a list of Arts agencies currently recommended within the FY 2014 Proposed Budget and the percentage of their budgets funded with City funds. Attachment VI provides a list of Art Agencies with the amount of funds received from the City, and percentage of their budget funded by City funds.

ATTACHMENTS

- Attachment I: Building and Equipment Services Personnel Budget
- Attachment II: Preliminary List of City-owned facility needs
- Attachment III: List of below market rate leases of City-owned facilities
- Attachment IV: Convention and Visitor's Bureau Strategic Plan
- Attachment V: 2012 Bond Program Public Art Plan
- Attachment VI: List of Arts Agencies with percentage of funds funded by City

ATTACHMENT I
Building and Equipment Services FY 2014 Personnel Budget

Fleet Services Fund (Personal Services Reconciliation)

FY 2013 Adopted Budget	FY 2014 Proposed	Variance from Adopted Budget	Variance Percent
\$9,571,102	\$9,765,890	\$194,788	2%

Variance Description	Amount
Pay Plan Increase	\$ 202,037
Performance Pay	58,000
Adjustments to reflect position reclassifications	63,168
Increases in Health Care Cost	283,277
Net 10 positions reduced as a result of the FY 2014 reductions	(486,213)
Full Year cost for 9 new positions added in FY 2013	74,519
Total	\$ 194,788

Facility Services Fund (Personal Services Reconciliation)

FY 2013 Adopted Budget	FY 2014 Proposed	Variance from Adopted Budget	Variance Percent
\$6,159,986	\$6,439,534	279,548	5%

Variance Description	Amount
Reserve for Pay Plan	\$15,300
Performance Pay	38,000
Adjustments to reflect position reclassifications	56,094
Increases in Health Care Cost	63,550
4 new positions as a result of the FY 2014 Mandates.	115,736
Net 1 positions reduced as a result of the FY 2014 Reductions	(9,132)
Total	\$ 279,548

ATTACHMENT II – PRELIMINARY LIST OF CITY-OWNED FACILITY NEEDS



City of San Antonio

City-Owned Facility Needs



Facility Maintenance Report



BES

Building and Equipment Services

Report Summary



The following tables describe the Deferred Maintenance and Capital Improvements by Program Category and Fiscal Year:

Deferred Maintenance Summary

Category	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Administrative Offices	587,000	1,352,000	1,155,000	635,000	555,000	4,284,000
Community Facilities	2,781,998	3,910,800	4,942,600	11,386,000	4,687,600	27,708,998
Library	1,492,002	250,000	600,000	1,632,002	1,450,000	5,424,004
Public Safety	139,000	1,734,700	747,000	7,149,843	774,200	10,544,743
Total	\$5,000,000	\$7,247,500	\$7,444,600	\$20,802,845	\$7,466,800	\$47,961,745

Capital Improvements Summary

Category	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Heavy Equipment Service	0	44,000,000	0	45,000,000	0	89,000,000
Public Safety	0	0	0	12,000,000	0	12,000,000
Total	\$0	\$44,000,000	\$0	\$57,000,000	\$0	\$101,000,000

Grand Total	\$5,000,000	\$51,247,500	\$7,444,6000	\$77,802,845	\$7,466,800	\$148,961,745
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FY 2014 Critical Facility Needs



Department	FY 2014 Amount
Animal Care Services	15,000
Building and Equipment Services	561,000
Health	52,000
Human Services	1,002,056
Library	1,492,002
Parks and Recreation	1,451,000
Public Safety	139,000
Office of Sustainability	287,942
Total	\$ 5,000,000

Department	Facility Project	FY 2014 Amount
ACS	Animal Care Services Complex	15,000
BES	City Hall	141,000
BES	515 S. Frio	220,000
BES	Municipal Plaza Building	200,000
Health	Health Administration Building	26,000
Health	Wic Naco Perrin Clinic	26,000
Human Services	DHS - Barbara Jordan	640,000
Human Services	DHS - Kenwood Senior Center	362,056
Library	Library – Carver	292,278
Library	Library – Cortez	297,695
Library	Library – Guerra	15,000
Library	Library – Johnston	225,000
Library	Library – Landa	83,400
Library	Library – Maverick	16,000
Library	Library – Tobin	311,835
Library	Library - West Falls	250,794
Parks	Brackenridge Park	500,000
Parks	Parks - Coliseum Oak	80,000
Parks	Parks - Cuellar	100,000
Parks	Parks - Dawson Community Center	228,000
Parks	Parks - Garden Center	110,000
Parks	Parks - San Juan Brady Community Center	83,000
Parks	Parks - Woodlawn Gym	350,000
Public Safety	East Police Station	97,000
Public Safety	Police Academy	42,000
Office of Sustainability	Park Pools & Public Safety Facilities	287,942
Total		\$ 5,000,000

Detail Report : Facility Needs



Priority : Critical

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Animal Care Services Complex							
		\$15,000	\$0	\$0	\$0	\$0	\$15,000
Community Facilities	Description	Repair cracks and secure noise isolation ceiling panels in clinic and kennel areas to prevent further damage and danger from panels falling on ACS employees.					
Brackenridge Park							
		\$500,000	\$0	\$0	\$500,000	\$0	\$1,000,000
Community Facilities	Description	This project will include repairs, restoration and stabilization of the WPA Era Stone retaining walls along the San Antonio River in Brackenridge Park.					
City Hall							
		\$141,000	\$0	\$0	\$0	\$0	\$141,000
Administrative Offices	Description	Inspect and repair exterior fire escape anchoring and metal surfaces. The metal surfaces mortar and anchors are showing signs of deterioration from exposure to moisture.					
DHS - Barbara Jordan							
		\$640,000	\$0	\$0	\$0	\$0	\$640,000
Community Facilities	Description	Repair roof and drainage system around facility. Replace interior ceiling tile and grid, paint interior and exterior, flooring replacement. Replace central HVAC system and secure exterior components.					
DHS - Kenwood Senior Center							
		\$362,056	\$0	\$0	\$0	\$0	\$362,056
Community Facilities	Description	Major foundation repairs and ADA improvements to restrooms and sidewalks. The project will also close in the back patio area to create a more usable space for senior activities. Includes new painting and flooring.					
East Police Station							
		\$97,000	\$0	\$0	\$0	\$0	\$97,000
Public Safety	Description	Replace damaged canopy at fuel dispensing station located at the East Police Station. If not corrected the canopy will eventually deteriorate by wind activity and become a safety concern resulting in forced closure of the fuel dispensing station.					
Health Administration Building							
		\$26,000	\$0	\$0	\$0	\$0	\$26,000
Administrative Offices	Description	Replace the roof access ladder with OSHA compliant ladder and repair the parapet. The parapet mortar is showing signs of deterioration from exposure to moisture.					
ITSD 515 S. Frio							
		\$220,000	\$0	\$0	\$0	\$0	\$220,000
Administrative Offices	Description	Replace collapsed drainage plumbing throughout facility caused by shifting grounds. Replacement will eliminate recurring overflows and mold formation.					

Detail Report : Facility Needs



Priority : Critical

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Library - Carver							
Library	Description	\$292,278	\$0	\$0	\$0	\$0	\$292,278
		Exterior renovation of brick and wood finishes, provide new circulation and reference desks replace dilapidated bathroom partitions and plumbing systems, repair HVAC system, paint interior, install card access system.					
Library - Cortez							
Library	Description	\$297,695	\$0	\$0	\$0	\$0	\$297,695
		Exterior improvements, replace dilapidated carpet and vinyl flooring, replace dilapidated bathroom partitions and plumbing fixtures, install security cameras, and card access system, renovate interior and exterior facility signage.					
Library - Guerra							
Library	Description	\$15,000	\$0	\$0	\$0	\$0	\$15,000
		Excavation and removal of under floor soil build-up and repair of failing retainer blocks at building foundation. Re-grade perimeter for positive drainage.					
Library - Johnston							
Library	Description	\$225,000	\$0	\$0	\$0	\$0	\$225,000
		The project will resurface and expand the Johnston Library Parking Lot. Installation of complete security camera system with DVR and network connectivity with 15 cameras and a card swipe system for staff access in the facility.					
Library - Landa							
Library	Description	\$83,400	\$0	\$0	\$0	\$0	\$83,400
		Replace roof and flashing in area with skylight to correct water intrusion, regrade and remove soil at beams to improve drainage. Replace window blinds and break-room sink, repair exterior surfaces and paint interior walls. Install additional exterior light fixtures to increase security around the building.					
Library - Maverick							
Library	Description	\$16,000	\$0	\$0	\$0	\$0	\$16,000
		Extend irrigation system to conserve landscaped areas around the building. Repair and replace interior vinyl wall covering and repaint gypsum board below clerestory.					
Library - Tobin							
Library	Description	\$311,835	\$0	\$0	\$0	\$0	\$311,835
		Re-grade exterior to improve drainage, selective replacement of carpet and vinyl flooring, renovate dilapidated restroom partitions and plumbing fixtures, interior paint, upgrade and repairs to existing mechanical and electrical systems, install security cameras, and card access system, upgrade exterior and interior signage.					

Detail Report : Facility Needs



Priority : Critical

Building / Category

FY 2014

FY 2015

FY 2016

FY 2017

FY 2018

Total

Library - West Falls

\$250,794

\$0

\$0

\$0

\$0

\$250,794

Library

Description

Extension and addition of irrigation system to areas of landscaping around the building. Provide new windows with low "E" insulated glass, replace and re-set foundation retainer blocks, excavated soil from under floor crawlspace, replace meeting and staff break-room sink and faucets , install new circulation and reference desks film. Replacement with appropriate ADA sink and faucets at staff break room.

Municipal Plaza Building

\$200,000

\$0

\$0

\$0

\$0

\$200,000

Administrative Offices

Description

Upgrade two undersized chilled water pumps and valves to provide more economical and flexible lead-lag operations. Re-pipe plumbing circuitry from series to parallel flow to allow for more effective pump and motor maintenance and repair.

Park Pools & Public Safety

\$287,942

\$0

\$0

\$0

\$0

\$287,942

Community Facilities

Description

Parks Pool Pump retrofits and Public Safety Facilities Lighting and HVAC improvements.

Parks - Coliseum Oak

\$80,000

\$0

\$0

\$0

\$0

\$80,000

Community Facilities

Description

Repair and overlay damaged asphalt trail to prevent further damage and reduce tripping hazards to facility users.

Parks - Cuellar

\$100,000

\$0

\$0

\$0

\$0

\$100,000

Community Facilities

Description

Renovate dilapidated, damaged and leaking pipes and fixtures in restroom facilities.

Parks - Dawson Community Center

\$228,000

\$0

\$0

\$0

\$0

\$228,000

Community Facilities

Description

Replace damaged roof to prevent further damage to VCT flooring. Repair foundation cracks that are becoming tripping hazards and repair water drainage to prevent intrusion and accumulation under facility foundation during rain events.

Parks - Garden Center

\$110,000

\$0

\$0

\$0

\$0

\$110,000

Community Facilities

Description

Repair cracks in foundation and repair water drainage to prevent intrusion and accumulation under facility foundation during rain events.

Parks - San Juan Brady Community Center

\$83,000

\$0

\$0

\$0

\$0

\$83,000

Community Facilities

Description

Improve air distribution of HVAC system, replace VCT flooring, and repair foundation cracks.

Detail Report : Facility Needs



Priority : Critical

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Woodlawn Gym							
		\$350,000	\$0	\$0	\$0	\$0	\$350,000
Community Facilities	Description	Replace damaged and leaking roof to prevent interior damage during rain events.					
Police Academy							
		\$42,000	\$0	\$0	\$0	\$0	\$42,000
Public Safety	Description	Upgrade fire alarm and evacuation signage system.					
WIC Naco Perrin Clinic							
		\$26,000	\$0	\$0	\$0	\$0	\$26,000
Community Facilities	Description	Replace VCT tile which is cracking and posing tripping hazards to building staff and visitors.					
Total		\$5,000,000	\$0	\$0	\$500,000	\$0	\$5,500,000

Detail Report : Facility Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Carver Annex Building							
		\$0	\$31,800	\$0	\$0	\$0	\$31,800
Community Facilities	Description	Replace exhaust System for kilns, repair cracks in concrete flooring, and remove floor drains from the Arts & Crafts Room.					
Carver Community Cultural Center							
		\$0	\$47,000	\$0	\$0	\$0	\$47,000
Community Facilities	Description	Add lighting fixtures to basement restrooms, add access lighting at stage areas. Repair sewage ejector in basement women's restroom and repair interior doors that are sticking. Seal exterior windows and replace step lighting at auditorium balcony.					
DHS - Bob Ross Senior Center							
		\$0	\$270,000	\$0	\$0	\$0	\$270,000
Community Facilities	Description	This project will provide for the replacement of the window systems at the Bob Ross Senior Center, the current windows are starting to rust through allowing water & moister to enter the building. Parking resurfacing and minor repairs.					
DHS - Claude Black Community Center							
		\$0	\$715,000	\$0	\$0	\$0	\$715,000
Community Facilities	Description	This project will provide for the renovation of the lobby and break room. Replace dilapidated flooring, ceiling tile/grid, lighting, painting, storefront door/window replacement, and roof repairs.					
Farmers Market and Market Square							
		\$0	\$300,000	\$0	\$0	\$0	\$300,000
Community Facilities	Description	Repair substandard restrooms in market square and farmers market facilities to prevent continuous overflowing and interruptions to service during events.					
Fire Station #11 Parking Lot							
		\$0	\$115,000	\$0	\$0	\$0	\$115,000
Public Safety	Description	Replace damaged asphalt apparatus return by with concrete to prevent damage from heavy platform trucks. The 80,000 pound trucks damaged the existing asphalt surface.					
Fire Station #12 Apparatus Bay							
		\$0	\$600,000	\$0	\$0	\$0	\$600,000
Public Safety	Description	Replace temporary three- sided carport with a permanent double bay apparatus facility for parking Fire engines and trucks. A permanent facility will drastically increase the security of the equipment and it's protection from weather.					
Fire Station #37 Plumbing							
		\$0	\$260,000	\$0	\$0	\$0	\$260,000
Public Safety	Description	Remove lift station and tie station sewage line directly into SAWS system and eliminate station interruptions caused by lift station equipment failures.					

Detail Report : Facility Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Fleet Automotive Building							
		\$0	\$556,000	\$0	\$0	\$0	\$556,000
Administrative Offices	Description	Repair exterior damaged walls to mitigate water intrusion and improve appearance, replace roof and interior lighting.					
Frank Wing Building							
		\$0	\$300,000	\$0	\$0	\$0	\$300,000
Administrative Offices	Description	Upgrade HVAC system, and repair damage sidewalks around the building.					
Health Administration Building							
		\$0	\$450,000	\$0	\$0	\$0	\$450,000
Administrative Offices	Description	Replace unreliable and dilapidated roof top HVAC units with a centralized HVAC system.					
International Plaza							
		\$0	\$31,000	\$0	\$0	\$0	\$31,000
Administrative Offices	Description	Replace landscape lighting system to improve operation, reliability and facility security.					
Library - Thousand Oaks							
		\$0	\$250,000	\$0	\$0	\$0	\$250,000
Library	Description	Install security camera and card access system and repair and selectively repair and overlay deteriorating parking lot surface.					
Northeast Service Center							
		\$0	\$15,000	\$0	\$0	\$0	\$15,000
Administrative Offices	Description	Upgrade fire alarm system, and seal/close roof ridge vent in building to mitigate water intrusion.					
Parks - Commanders House							
		\$0	\$211,000	\$0	\$0	\$0	\$211,000
Community Facilities	Description	Replace all roofs, boiler system, VTC flooring, and electrical wiring components that have exceeded their life expectancy. Repair and or replace damaged veranda components.					
Parks - Copernicus							
		\$0	\$50,000	\$0	\$0	\$0	\$50,000
Community Facilities	Description	Selective Repairs and overlay deteriorating parking surface, repaint parking lines.					
Parks - Copernicus Community Center							
		\$0	\$355,000	\$0	\$0	\$0	\$355,000
Community Facilities	Description	Replace dilapidated HVAC unit, roof, and boiler systems that has far exceeded their life expectancy. Paint interior/exterior, replace VCT flooring, and repair foundation cracks.					

Detail Report : Facility Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Denver Heights Community Center							
		\$0	\$103,000	\$0	\$0	\$0	\$103,000
Community Facilities	Description	Paint interior/exterior, VCT flooring, Foundation, all metal doors, and exterior siding.					
Parks - Falcon, Nani							
		\$0	\$200,000	\$0	\$0	\$0	\$200,000
Community Facilities	Description	Resurface trail with concrete.					
Parks - John James Park							
		\$0	\$100,000	\$0	\$0	\$0	\$100,000
Community Facilities	Description	Repair and overlay damaged asphalt trail.					
Parks - Kennedy							
		\$0	\$80,000	\$0	\$0	\$0	\$80,000
Community Facilities	Description	Repair cracked and discolored tennis court.					
Parks - Lincoln Community Center							
		\$0	\$125,000	\$0	\$0	\$0	\$125,000
Community Facilities	Description	Roof repairs, repair damaged gym flooring, and foundation caused by water intrusion.					
Parks - Lions Field Community Center							
		\$0	\$160,000	\$0	\$0	\$0	\$160,000
Community Facilities	Description	Roof repairs, paint interior, and replace carpet.					
Parks - Lockwood Community Center							
		\$0	\$55,000	\$0	\$0	\$0	\$55,000
Community Facilities	Description	Roof repairs and flooring.					
Parks - McAllister Park							
		\$0	\$200,000	\$0	\$0	\$0	\$200,000
Community Facilities	Description	Repair and overlay damaged asphalt trail.					
Parks - OP Schnabel							
		\$0	\$500,000	\$0	\$0	\$0	\$500,000
Community Facilities	Description	Overlay damaged trail with asphalt or concrete.					

Detail Report : Facility Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Palm Heights Community Center							
		\$0	\$233,000	\$0	\$0	\$0	\$233,000
Community Facilities	Description	Roof repairs, paint interior, replace VCT flooring, and replace windows, restroom stalls, countertops, kitchen cabinets.					
Pecan Valley Clinic							
		\$0	\$175,000	\$0	\$0	\$0	\$175,000
Community Facilities	Description	Repair and resurface parking lot, repaint parking spaces.					
Public Safety Tech Services Center							
		\$0	\$453,700	\$0	\$0	\$0	\$453,700
Public Safety	Description	Replace corridor walls in the police safety department and technology center, and corridor carpeting in police safety department, flooring and cracks. Redirect roof drainage away from sidewalk. Resurface and restripe asphalt pavement.					
Records Storage Facility							
		\$0	\$46,000	\$0	\$0	\$0	\$46,000
Public Safety	Description	Replace asphalt pavement in the front parking lot, repair damage sidewalk around the building.					
SAPD Pistol Range Improvement							
		\$0	\$260,000	\$0	\$0	\$0	\$260,000
Public Safety	Description	Make repairs to all gun bays at the Academy Gun range. Remove and replace all light fixtures with new light fixtures. Remove and replace 3/4" plywood at soffit. Paint to match existing plywood.					
Animal Care Services Complex							
		\$0	\$0	\$250,000	\$0	\$0	\$250,000
Community Facilities	Description	Upgrade drain and containment at kennel building. Increase size of kennel drainage. Remove carpeting and add floor drains in meeting rooms.					
Carver Annex Building							
		\$0	\$0	\$29,600	\$0	\$0	\$29,600
Community Facilities	Description	Repair cracks in interior board partitions, and add automatic fire sprinkler system.					
Carver Community Cultural Center							
		\$0	\$0	\$500,000	\$0	\$0	\$500,000
Community Facilities	Description	Replace the following items : exterior windows in gallery, lobby, box office tinted windows, wooden return air plenums with sheet metal, auditorium seating, urinals in basement restroom. Modify air distribution ductwork in box office. Paint and repair interior plaster walls and ceilings and ass fire sprinkler system.					

Detail Report : Facility Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
DHS - Columbia Heights Learning Center							
		\$0	\$0	\$353,000	\$0	\$0	\$353,000
Community Facilities	Description	Roof and flooring replacement and painting.					
DHS - West End Senior Center.							
		\$0	\$0	\$150,000	\$0	\$0	\$150,000
Community Facilities	Description	Retaining wall and add railing.					
Emergency Operations Center							
		\$0	\$0	\$65,000	\$0	\$0	\$65,000
Public Safety	Description	Roof repairs, add permanent light in crawl space.					
Health Administration Building							
		\$0	\$0	\$660,000	\$0	\$0	\$660,000
Administrative Offices	Description	Recarpet common areas, hallways, and office spaces throughout facility, repair cracked sidewalks and replace electric water coolers with ADA dual level, paint exterior, replace windows, and power wash brick facade.					
ITSD 515 S. Frio							
		\$0	\$0	\$175,000	\$0	\$0	\$175,000
Administrative Offices	Description	Repair and resurface parking lot, repaint parking spaces.					
Library - Guerra							
		\$0	\$0	\$150,000	\$0	\$0	\$150,000
Library	Description	Repair foundation cracks and repair damaged asphalt and restripe parking lot.					
Library - Mission, Parman, Igo, and Forest Hill							
		\$0	\$0	\$450,000	\$0	\$0	\$450,000
Library	Description	Repair damaged asphalt and restripe parking lots.					
Municipal Plaza Building							
		\$0	\$0	\$320,000	\$0	\$0	\$320,000
Administrative Offices	Description	Replace deteriorated exterior windows and frames.					
North, Northwest, South, and West Police Station							
		\$0	\$0	\$284,000	\$0	\$0	\$284,000
Public Safety	Description	Add Automatic Fire Sprinkler System.					

Detail Report : Facility Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Alderete Park							
		\$0	\$0	\$30,000	\$0	\$0	\$30,000
Community Facilities	Description	Replenish playground fall zones with rubberized bark to prevent injury.					
Parks - Apache Creek							
		\$0	\$0	\$250,000	\$0	\$0	\$250,000
Community Facilities	Description	Repair electric wiring and lights throughout parking area.					
Parks - Bertha Almaguer Activity Building							
		\$0	\$0	\$41,000	\$0	\$0	\$41,000
Community Facilities	Description	Roof repairs and flooring.					
Parks - Cathedral Rock							
		\$0	\$0	\$200,000	\$0	\$0	\$200,000
Community Facilities	Description	Asphalt trail repairs.					
Parks - Comanche Lookout							
		\$0	\$0	\$325,000	\$0	\$0	\$325,000
Community Facilities	Description	Asphalt trail repairs.					
Parks - Commander’s House							
		\$0	\$0	\$25,000	\$0	\$0	\$25,000
Community Facilities	Description	General repairs to pottery building.					
Parks - Copernicus							
		\$0	\$0	\$100,000	\$0	\$0	\$100,000
Community Facilities	Description	Restroom renovation.					
Parks - Cuellar Community Center							
		\$0	\$0	\$183,000	\$0	\$0	\$183,000
Community Facilities	Description	Roof repairs, rain gutter system, and foundation.					
Parks - Denver Heights							
		\$0	\$0	\$25,000	\$0	\$0	\$25,000
Community Facilities	Description	Resurface cracked and discolored basketball court surface.					

Detail Report : Facility Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Friedrich Park							
		\$0	\$0	\$100,000	\$0	\$0	\$100,000
Community Facilities	Description	Repair cracked and discolored parking lot surface.					
Parks - Kennedy							
		\$0	\$0	\$148,000	\$0	\$0	\$148,000
Community Facilities	Description	Overlay asphalt and restripe parking lot.					
Parks - New Territories							
		\$0	\$0	\$75,000	\$0	\$0	\$75,000
Community Facilities	Description	Resurface depleted and unlevel granite surfaces.					
Parks - Normoyle							
		\$0	\$0	\$50,000	\$0	\$0	\$50,000
Community Facilities	Description	Repair drainage behind softball field dugouts.					
Parks - OP Schnabel							
		\$0	\$0	\$200,000	\$0	\$0	\$200,000
Community Facilities	Description	Repair and renovate dilapidated bathroom plumbing fixtures, toilets, partitions, floor tiles and lighting.					
Parks - Pittman Sullivan							
		\$0	\$0	\$100,000	\$0	\$0	\$100,000
Community Facilities	Description	Repair and renovate dilapidated bathroom plumbing fixtures, toilets, partitions, floor tiles and lighting.					
Parks - Roosevelt							
		\$0	\$0	\$100,000	\$0	\$0	\$100,000
Community Facilities	Description	Repair and renovate dilapidated bathroom plumbing fixtures, toilets, partitions, floor tiles and lighting.					
Parks - Rosedale							
		\$0	\$0	\$200,000	\$0	\$0	\$200,000
Community Facilities	Description	Repair and renovate dilapidated bathroom plumbing fixtures, toilets, partitions, floor tiles, lighting, and new asphalt overlay.					
Parks - Rosedale Mass Facility							
		\$0	\$0	\$150,000	\$0	\$0	\$150,000
Community Facilities	Description	Roof replacement, paint interior, and requires kitchen upgrades (BBQ).					

Detail Report : Facility Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Sunken Garden Theater							
		\$0	\$0	\$65,000	\$0	\$0	\$65,000
Community Facilities	Description	Roof repairs at the dressing room/production control room building.					
Parks - Tejada							
		\$0	\$0	\$100,000	\$0	\$0	\$100,000
Community Facilities	Description	Overlay of parking lot.					
Parks - Villa Coronado							
		\$0	\$0	\$200,000	\$0	\$0	\$200,000
Community Facilities	Description	Pavilion and parking lot repairs.					
Parks - Ward Community Center							
		\$0	\$0	\$133,000	\$0	\$0	\$133,000
Community Facilities	Description	Roof repair and foundation repairs.					
Parks - Woodlawn							
		\$0	\$0	\$775,000	\$0	\$0	\$775,000
Community Facilities	Description	Asphalt resurfacing and concrete replacement of walking trail, and resurface cracked basketball court .					
Police Academy							
		\$0	\$0	\$375,000	\$0	\$0	\$375,000
Public Safety	Description	Replace Exterior Pole Lighting Fixtures and resurface and restripe asphalt pavement. Replace Concrete Pavement in walk ways and jogging paths that have heaved and create a tripping hazard.					
SAPD Property & Evidence Facility							
		\$0	\$0	\$23,000	\$0	\$0	\$23,000
Public Safety	Description	Roof repairs.					
WIC Adminstration							
		\$0	\$0	\$85,000	\$0	\$0	\$85,000
Community Facilities	Description	Repaint exterior surfaces and window trim. Repair boards and sills.					
Total		\$0	\$7,247,500	\$7,444,600	\$0	\$0	\$14,692,100

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Animal Care Services Complex							
		\$0	\$0	\$0	\$225,000	\$0	\$225,000
Community Facilities	Description	Upgrade air conditioning zoning at the clinic and administration buildings. Add back draft damper on roof relief fans. Upgrade air conditioning zoning at the clinic building and administration building.					
DHS - Bob Billa Learning Center							
		\$0	\$0	\$0	\$283,000	\$0	\$283,000
Community Facilities	Description	Roof repairs.					
DHS - Bob Ross Senior Center							
		\$0	\$0	\$0	\$500,000	\$0	\$500,000
Community Facilities	Description	This project will provide for the replacement of the metal frame pool house that has deteriorated from corrosion. Also includes repairs to the flat work around the pool.					
DHS - Frank Garrett Community Center							
		\$0	\$0	\$0	\$500,000	\$0	\$500,000
Community Facilities	Description	Roof replacement.					
DHS - Huantes Learning Center							
		\$0	\$0	\$0	\$283,000	\$0	\$283,000
Community Facilities	Description	Replace built up gravel roof.					
DHS - St. Mary's Learning Center							
		\$0	\$0	\$0	\$283,000	\$0	\$283,000
Community Facilities	Description	Replace built up gravel roof.					
Fire Training Academy							
		\$0	\$0	\$0	\$111,000	\$0	\$111,000
Public Safety	Description	Add exterior lighting in parking lot areas, and replace interior lighting with higher efficiency fixtures.					
International Plaza							
		\$0	\$0	\$0	\$74,000	\$0	\$74,000
Administrative Offices	Description	Replace seals on exterior windows to improve the energy effectiveness of the window system.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Library - Various Locations							
		\$0	\$0	\$0	\$1,632,002	\$0	\$1,632,002
Library	Description	Extreme Library Makeover, which will include physical improvements to improve public service and building functionality. The Libraries include: Brazan, Cody, Collins Garden, Great Northwest, Landa, Las Palmas, Maverick, McCreless, Memorial, Pan America, San Pedro, Semmes, and West Fall.					
Parks - Botanical Garden							
		\$0	\$0	\$0	\$25,000	\$0	\$25,000
Community Facilities	Description	Repair non working pond water circulating system.					
		\$0	\$0	\$0	\$30,000	\$0	\$30,000
Community Facilities	Description	Repair foundation and roof.					
Parks - Brackenridge							
		\$0	\$0	\$0	\$6,000,000	\$0	\$6,000,000
Community Facilities	Description	Repairs cracked and deteriorating retaining walls along the perimeter of the San Antonio river.					
Parks - Commander’s House							
		\$0	\$0	\$0	\$20,000	\$0	\$20,000
Community Facilities	Description	Repair pavement on walkway to garden.					
Parks - Cuellar							
		\$0	\$0	\$0	\$65,000	\$0	\$65,000
Community Facilities	Description	Repaint aged and rough pool surfaces with tuff-coat paint.					
Parks - Eisenhower Park							
		\$0	\$0	\$0	\$50,000	\$0	\$50,000
Community Facilities	Description	Replace corroded and failing Eisenhower Lookout Tower - old wooden structure reaching end of life.					
Parks - Fairchild Tennis Center							
		\$0	\$0	\$0	\$30,000	\$0	\$30,000
Community Facilities	Description	Replace HVAC system.					
Parks - Forge, Al							
		\$0	\$0	\$0	\$30,000	\$0	\$30,000
Community Facilities	Description	Repair and resurface tennis and basketball court.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category

FY 2014

FY 2015

FY 2016

FY 2017

FY 2018

Total

Parks - Golden

\$0

\$0

\$0

\$50,000

\$0

\$50,000

Community Facilities

Description

Crushed granite resurfacing of walk areas and trails.

Parks - Granados Senior Center

\$0

\$0

\$0

\$110,000

\$0

\$110,000

Community Facilities

Description

Requires HVAC unit, and foundation repairs.

Parks - Hamilton Community Center

\$0

\$0

\$0

\$85,000

\$0

\$85,000

Community Facilities

Description

Replace roof, and excavate & seal exterior walls to prevent water intrusion.

Parks - Harlandale Community Center

\$0

\$0

\$0

\$135,000

\$0

\$135,000

Community Facilities

Description

Replace roof/ceiling, paint interior, replace VCT flooring, and replace gym insulation.

Parks - Heritage Duck Pond Park

\$0

\$0

\$0

\$150,000

\$0

\$150,000

Community Facilities

Description

Replace crushed granite with concrete.

Parks - J Street

\$0

\$0

\$0

\$75,000

\$0

\$75,000

Community Facilities

Description

Replacement of light poles, lights and wiring in restrooms and pavilion.

Parks - Johnson, Lady Bird

\$0

\$0

\$0

\$65,000

\$0

\$65,000

Community Facilities

Description

Repaint pool surfaces with tuff-coat paint.

Parks - King, ML

\$0

\$0

\$0

\$100,000

\$0

\$100,000

Community Facilities

Description

Repair bathroom fixtures, partitions and plumbing.

Parks - Lincoln

\$0

\$0

\$0

\$45,000

\$0

\$45,000

Community Facilities

Description

Overlay basketball court surface.

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Madison Square Park							
		\$0	\$0	\$0	\$50,000	\$0	\$50,000
Community Facilities	Description	Install new irrigation system to maintain and keep existing landscape alive.					
Parks - Meadowcliff Community Center							
		\$0	\$0	\$0	\$205,000	\$0	\$205,000
Community Facilities	Description	Replace HVAC unit, roof & rain gutter system, paint interior, replace VCT flooring, and replace restroom stalls and cabinets.					
Parks - Medina Base							
		\$0	\$0	\$0	\$100,000	\$0	\$100,000
Community Facilities	Description	Replace crushed granite with concrete.					
Parks - Melendrez Community Center							
		\$0	\$0	\$0	\$280,000	\$0	\$280,000
Community Facilities	Description	Replace HVAC system, replace roof & rain gutter system, paint interior/exterior, and flooring.					
Parks - Millers Pond Community Center							
		\$0	\$0	\$0	\$90,000	\$0	\$90,000
Community Facilities	Description	Replace roof, and rain gutter system and install irrigation system in softball fields.					
Parks - Monterrey							
		\$0	\$0	\$0	\$100,000	\$0	\$100,000
Community Facilities	Description	Replenish crushed granite surface throughout walkways and trails.					
Parks - Morrill							
		\$0	\$0	\$0	\$30,000	\$0	\$30,000
Community Facilities	Description	Resurface basketball court surface.					
Parks - Olmos Basin							
		\$0	\$0	\$0	\$64,000	\$0	\$64,000
Community Facilities	Description	Replace wooden light poles for fields 1 & 2.					
Parks - Olympia							
		\$0	\$0	\$0	\$40,000	\$0	\$40,000
Community Facilities	Description	Install irrigation system throughout park.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category

FY 2014

FY 2015

FY 2016

FY 2017

FY 2018

Total

Parks - Rosedale

\$0

\$0

\$0

\$80,000

\$0

\$80,000

Community Facilities

Description

Install irrigation systems in soccer fields.

Parks - San Pedro

\$0

\$0

\$0

\$183,000

\$0

\$183,000

Community Facilities

Description

Replace swimming pool's water filtration system with a new system and resurface walking surfaces.

Parks - South San

\$0

\$0

\$0

\$35,000

\$0

\$35,000

Community Facilities

Description

Repair parking asphalt and overlay with new coating.

Parks - Westwood Village

\$0

\$0

\$0

\$45,000

\$0

\$45,000

Community Facilities

Description

Resurface rough pool walking surfaces with tuff-coat paint.

Parks - Woodlawn

\$0

\$0

\$0

\$180,000

\$0

\$180,000

Community Facilities

Description

Replace water filtration system and repaint swimming pool surfaces with tuff coat paint.

Public Safety Tech Services Center

\$0

\$0

\$0

\$334,700

\$0

\$334,700

Public Safety

Description

Replace hot and chilled water pump and add back-up pump, two air-cooled chillers. Re-insulate and Rejacket the Outdoor Chilled Water Piping. Replace sidewalk, concrete ramp receptacles in restrooms, fire proof exposed steel column in main corridors.

SAPD Academic Parking Lot

\$0

\$0

\$0

\$720,000

\$0

\$720,000

Public Safety

Description

Expand the parking at 555 Academic Court to allow additional units to move to the location. The improvement will add an additional 50 parking slots.

SAPD Academy Driving Track Reconstruction

\$0

\$0

\$0

\$4,028,402

\$0

\$4,028,402

Public Safety

Description

Reconstruct Academy Driving Track constructed in 1988.

SAPD Academy Gas House

\$0

\$0

\$0

\$570,000

\$0

\$570,000

Public Safety

Description

30'x30' cinder block building, cement footer with dirt floor, solid wood door, two safety windows, shingled roof. The Training Academy currently utilizes an inadequate 10'x12' tin structure.

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
SAPD Prue Substation Parking Lot							
		\$0	\$0	\$0	\$845,741	\$0	\$845,741
Public Safety	Description	Demolition of existing property, add parking lot expansion (50-75 Spaces)					
SAPD Rifle Range Improvement							
		\$0	\$0	\$0	\$540,000	\$0	\$540,000
Public Safety	Description	Upgrade current back stop beam from 30 feet to 60 feet. Add a bullet catch over beam impact area.					
Traffic Building							
		\$0	\$0	\$0	\$499,000	\$0	\$499,000
Administrative Offices	Description	Upgrade HVAC system and primary electrical switchgear. Replace roof.					
Various Learning, Senior and Community Centers							
		\$0	\$0	\$0	\$265,000	\$0	\$265,000
Community Facilities	Description	Installation of security camera systems. The locations include: Benavides, Columbia Heights, Bob Billa, St. Mary's, Margarita Huantes, Ferrari, Bob Ross and Kenwood Centers. Cameras will help deter graffiti, theft, vandalism, drug use and other undesirable activity.					
Visitor Information Center							
		\$0	\$0	\$0	\$62,000	\$0	\$62,000
Administrative Offices	Description	Upgrade HVAC system by replacing selective components and control system.					
Carver Annex Building							
		\$0	\$0	\$0	\$0	\$109,600	\$109,600
Community Facilities	Description	Repair, Resurface, and Restripe asphalt pavement, remove walk-in freezers, refrigerators, and restroom and convert to storage room, add motorized operator for easing outdoor sliding gate.					
DHS - Columbia Heights/Ferrari Learning Center							
		\$0	\$0	\$0	\$0	\$20,000	\$20,000
Community Facilities	Description	Repair or replacement of irrigation systems at the Columbia Heights and Ferrari Learning Centers.					
DHS - Barbara Jordan							
		\$0	\$0	\$0	\$0	\$335,000	\$335,000
Community Facilities	Description	Interior and exterior lighting improvements, and restroom renovation. Replace Irrigation system and repair and resurface parking lot.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
DHS - Benavides Learning Center							
		\$0	\$0	\$0	\$0	\$85,000	\$85,000
Community Facilities	Description	Facility Interior and Exterior Painting and resurfacing and minor repairs of parking lot. Replace flooring.					
DHS - Claude Black Community Center							
		\$0	\$0	\$0	\$0	\$170,000	\$170,000
Community Facilities	Description	Interior and exterior painting, flooring replacement and space renovations needed to convert child care facility into useable office space. Includes resurfacing and minor repairs of parking area.					
DHS - Columbia Heights Learning Center							
		\$0	\$0	\$0	\$0	\$10,000	\$10,000
Community Facilities	Description	Extend useful life of parking area through minor repairs and resurfacing.					
DHS - Ferrari Learning Center							
		\$0	\$0	\$0	\$0	\$318,000	\$318,000
Community Facilities	Description	Facility Interior and Exterior Painting, and flooring replacement. Renovation of the Ferrari Learning Center parking lot.					
DHS - Frank Garrett Community Center							
		\$0	\$0	\$0	\$0	\$55,000	\$55,000
Community Facilities	Description	Facility interior and exterior painting and parking resurfacing and minor repairs.					
DHS - Huantes Learning Center							
		\$0	\$0	\$0	\$0	\$35,000	\$35,000
Community Facilities	Description	Facility Interior and Exterior Painting.					
DHS - St. Mary's Learning Center							
		\$0	\$0	\$0	\$0	\$45,000	\$45,000
Community Facilities	Description	Facility Interior and Exterior Painting and parking resurfacing and minor repairs.					
DHS -Bob Billa Learning Center							
		\$0	\$0	\$0	\$0	\$35,000	\$35,000
Community Facilities	Description	Replace carpet and flooring and foundation.					
East Police Station							
		\$0	\$0	\$0	\$0	\$67,300	\$67,300
Public Safety	Description	Replace Ceramic Tile Flooring and Walls.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Fire Training Academy							
		\$0	\$0	\$0	\$0	\$118,000	\$118,000
Public Safety	Description	Upgrade HVAC system, and provide occupancy sensor lighting control in all building rooms to reduce electrical consumption.					
Frank Wing Building							
		\$0	\$0	\$0	\$0	\$26,000	\$26,000
Administrative Offices	Description	Replace exterior building doors, and replace seals on exterior windows to improve the energy effectiveness of the window system.					
Library - Brook Hollow							
		\$0	\$0	\$0	\$0	\$150,000	\$150,000
Library	Description	Repair damaged asphalt and restripe parking lot.					
Library - Central							
		\$0	\$0	\$0	\$0	\$1,300,000	\$1,300,000
Library	Description	Exterior sign, remaining FAS mechanical/electric/plumbing repairs, assessment of life safety systems & HVAC system and improvements to domestic water supply system, evaluate entry/exit conditions, security cameras.					
Northeast Service Center							
		\$0	\$0	\$0	\$0	\$529,000	\$529,000
Administrative Offices	Description	Increase parking lot capacity to support increase in traffic activity and equipment. Upgrade HVAC system and provide restroom facilities on the 2nd floor.					
Northwest Police Station							
		\$0	\$0	\$0	\$0	\$67,300	\$67,300
Public Safety	Description	Replace Ceramic Tile Flooring and Walls.					
Parks - Alderete							
		\$0	\$0	\$0	\$0	\$100,000	\$100,000
Community Facilities	Description	Renovate damaged and dilapidated restrooms fixtures, floors and partitions.					
Parks - Benavides							
		\$0	\$0	\$0	\$0	\$100,000	\$100,000
Community Facilities	Description	Renovate damaged and dilapidated restrooms.					
Parks - Bode Community Center							
		\$0	\$0	\$0	\$0	\$35,000	\$35,000
Community Facilities	Description	Replace dilapidated and damaged VTC flooring.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Brackenridge							
		\$0	\$0	\$0	\$0	\$325,000	\$325,000
Community Facilities	Description	Improve lighting, bleachers, score booth, outfield, dugouts and fencing around baseball field.					
Parks - Cassiano							
		\$0	\$0	\$0	\$0	\$100,000	\$100,000
Community Facilities	Description	Renovate restrooms.					
Parks - Dellview							
		\$0	\$0	\$0	\$0	\$100,000	\$100,000
Community Facilities	Description	Convert to new Filtration systems.					
Parks - Eisenhower Park							
		\$0	\$0	\$0	\$0	\$200,000	\$200,000
Community Facilities	Description	Renovate damaged and dilapidated restrooms fixtures, floors and partitions.					
Parks - Flores, Jimmy							
		\$0	\$0	\$0	\$0	\$100,000	\$100,000
Community Facilities	Description	Renovate restrooms fixtures, floors and partitions.					
Parks - Garza Community Center							
		\$0	\$0	\$0	\$0	\$65,000	\$65,000
Community Facilities	Description	Paint interior/exterior, carpet, windows, restroom stalls, and countertops.					
Parks - Jesse James Leija Gym							
		\$0	\$0	\$0	\$0	\$85,000	\$85,000
Community Facilities	Description	Replace all windows, and work on basement flooring.					
Parks - Mcfarlin Tennis Center							
		\$0	\$0	\$0	\$0	\$200,000	\$200,000
Community Facilities	Description	Replace AC, replace gutters, paint interior/exterior, replace tile and carpet.					
Parks - Natatorium							
		\$0	\$0	\$0	\$0	\$85,000	\$85,000
Community Facilities	Description	Replace South HVAC unit, and Boiler replacement.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - New Territories							
		\$0	\$0	\$0	\$0	\$65,000	\$65,000
Community Facilities	Description	Repaint pool surfaces with tuff-coat paint.					
Parks - Normoyle Community Center							
		\$0	\$0	\$0	\$0	\$40,000	\$40,000
Community Facilities	Description	Roof repairs.					
Parks - Olmos Basin							
		\$0	\$0	\$0	\$0	\$525,000	\$525,000
Community Facilities	Description	Pug mill resurfacing (maybe concrete), asphalt resurfacing, and improve field quality which includes: fencing, lighting, bleachers, dugouts, score booths and to fence off complex.					
Parks - Parks							
		\$0	\$0	\$0	\$0	\$450,000	\$450,000
Community Facilities	Description	Replace water main (Contour Rd to Olmos Soccer Field).					
Parks - Rancho Diana							
		\$0	\$0	\$0	\$0	\$100,000	\$100,000
Community Facilities	Description	Replace HVAC duct work with metal ducts.					
Parks - Roosevelt							
		\$0	\$0	\$0	\$0	\$100,000	\$100,000
Community Facilities	Description	Sand blast dilapidated and rough swimming pool surfaces and paint with tuff coat.					
Parks - San Pedro							
		\$0	\$0	\$0	\$0	\$250,000	\$250,000
Community Facilities	Description	Irrigation in park and resurface tennis courts.					
Parks - South San Community Center							
		\$0	\$0	\$0	\$0	\$45,000	\$45,000
Community Facilities	Description	Paint interior/exterior, and replace VCT flooring.					
Parks - South Side Lions Community Center							
		\$0	\$0	\$0	\$0	\$170,000	\$170,000
Community Facilities	Description	Paint interior/exterior, and replace VCT flooring.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Parks - Tobin Community Center							
		\$0	\$0	\$0	\$0	\$125,000	\$125,000
Community Facilities	Description	Paint interior/exterior, replace flooring, repair foundation, metal doors, restroom stalls, and countertops.					
Parks - Woodard Community Center							
		\$0	\$0	\$0	\$0	\$40,000	\$40,000
Community Facilities	Description	Roof repairs.					
Parks - Yates Community Center							
		\$0	\$0	\$0	\$0	\$65,000	\$65,000
Community Facilities	Description	Requires HVAC unit, and Paint interior/exterior.					
Police Academy							
		\$0	\$0	\$0	\$0	\$82,000	\$82,000
Public Safety	Description	Replace Window Seals, and paint exterior building trim.					
Police Stations: North, Northwest, East, South, West							
		\$0	\$0	\$0	\$0	\$80,000	\$80,000
Public Safety	Description	Upgrade Lighting in the Locker Rooms, paint exterior building trim and hand rails. Seal exterior glass bock wall and replace window seals.					
Police Stations: North, Northwest, East, West							
		\$0	\$0	\$0	\$0	\$52,500	\$52,500
Public Safety	Description	Upgrade Locker Room Exhaust System, and clean interior of ductwork systems.					
Records Storage Facility							
		\$0	\$0	\$0	\$0	\$200,000	\$200,000
Public Safety	Description	Upgrade rooftop air conditioning equipment to improve system efficiency and reliability.					
South Police Station: South, West, North, Northwest, East							
		\$0	\$0	\$0	\$0	\$55,000	\$55,000
Public Safety	Description	Repair Bar Sink Drainage, faucets, flush valves and shower valves.					

Detail Report : Facility Needs



Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
West Police Station							
		\$0	\$0	\$0	\$0	\$52,100	\$52,100
Public Safety	Description	Replace Ceramic Tile Flooring and Walls.					
Total		\$0	\$0	\$0	\$20,302,845	\$7,466,800	\$27,769,645
Facility Needs Total		\$5,000,000	\$7,247,500	\$7,444,600	\$20,802,845	\$7,466,800	\$47,961,745

Detail Report : Capital Needs



Priority : Short Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Northwest Service Center (Leslie Road)							
		\$0	\$44,000,000	\$0	\$0	\$0	\$44,000,000
Heavy Equipment Service Centers	Description	This service center will replace the Culebra Road location - Proposed Leslie Road at 1604 (near Culebra).					

Priority : Long Term

Building / Category		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Central Fleet / Police Garage Decentralization							
		\$0	\$0	\$0	\$10,000,000	\$0	\$10,000,000
Heavy Equipment Service Centers	Description	Central Fleet / Police Garage decentralization to all 4 new truck centers.					

Fire Station #21 Replacement

		\$0	\$0	\$0	\$6,000,000	\$0	\$6,000,000
Public Safety	Description	Replacement of Fire Station.					

Fire Station #24 Replacement

		\$0	\$0	\$0	\$6,000,000	\$0	\$6,000,000
Public Safety	Description	Replacement of Fire Station.					

Southeast Service Center Replacement

		\$0	\$0	\$0	\$35,000,000	\$0	\$35,000,000
Heavy Equipment Service Centers	Description	Southeast Service Center Replacement.					

Capital Needs Total	\$0	\$44,000,000	\$0	\$57,000,000	\$0	\$101,000,000
Grand Total	\$5,000,000	\$51,247,500	\$7,444,600	\$77,802,845	\$7,466,800	\$148,961,745

ATTACHMENT III
Below Market Leases

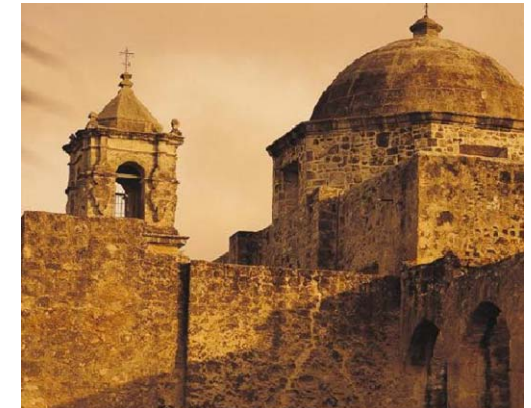
Managing Department	Building	Contract Name	Address	Annual Rent
Building and Equipment	Frank Garret Community Center	Avance - Frank Garrett Community Center	1226 NW 18th Street	\$1
Building and Equipment	Deco Building	Jefferson Woodlawn Lake C.D.C.	1800 Fredericksburg Rd	\$0
Building and Equipment	Avenida Guadalupe Building	Avenida Guadalupe Association	1313 Guadalupe Street	\$0
Building and Equipment	RiverWalk	Greater Chamber Ground Lease	206 E. Commerce Street	\$0
Building and Equipment	RiverWalk	Greater Chamber Patio Lease	206 E. Commerce Street	\$0
Building and Equipment	Heath Clinic at Bob Ross Center	Health - City to UHS - Bob Ross Center	2219 Babcock	\$0
Building and Equipment	Heath Clinic at Naco Perring	Health - City to UHS - Naco-Perrin Clinic	4020 Naco-Perrin Road	\$0
Building and Equipment	Guadalupe Theater	Guadalupe Theater	1300 Guadalupe Street	\$1
Building and Equipment	Ella Austin Community Center	Ella Austin Community Center	1023 N. Pine Street	\$1
Building and Equipment	Barbara Jordan Community Center	San Antonio Fighting Back	2803 E. Commerce	\$1
Building and Equipment	Alameda Theater	Alameda Theater Inc	318 West Houston Street	\$1
Building and Equipment	International Center	NAD Bank	203 S. St. Mary's Ste. 300	\$11,253
Building and Equipment	Café College	San Antonio Education Partnership	114 W. Commerce St., 2nd Floor	\$42,001
Building and Equipment	International Center	Free Trade Alliance	203 S. St. Mary's Ste. 130	\$55,020
Downtown Ops	Hemisfair Park	Alamo City Chamber of Commerce	600 Hemisfair Way , Bldg. # 204	\$1,200
Downtown Ops	Hemisfair Park	SA Parks Foundation	600 Hemisfair Way , Bldg. # 247	\$1,200
Downtown Ops	Hemisfair Park	SA Women's Chamber of Commerce/ SA Women's Pavillion	600 Hemisfair Way , Bldg. # 514	\$1,200
Downtown Ops	Magik Theatre	Magik Theatre	418 S. Alamo	\$0
Downtown Ops	Museo Alameda	TEXAS A&M University, Centro de Artes Building	101 S. Santa Rosa	\$1
Convention Sports Facilities	Hemisfair Park	Instituto Cultural De Mexico	600 Hemisfair Plaza Way, Bldgs. 329-332	\$1/yr. + in-kind rent free admission to events & use of facility for special events
Convention Sports Facilities	Hemisfair Park	University of Mexico	600 Hemisfair Plaza Way, Bldg. 333	rent in-kind Spanish classes for City employees, translation services, & use of facility for special events
Convention Sports Facilities	Alamodome	San Antonio Sports Foundation	100 Montana St.	\$2,026/mo. & telecom rent of approx. \$2,020/mo. (plus CPI)
Convention Sports Facilities	Alamodome	San Antonio Bowl Association	100 Montana St.	telecom rent of approx. \$1,300/mo
Department of Human Services	Claude Black Community Center	Family Service Association	2805 E. Commerce	\$3,024
Department of Human Services	Frank Garrett Community Center	Academia America	1226 NW 18th Street	Exchange of Services
Department of Human Services	Frank Garrett Community Center	Urban Connections	1226 NW 18th Street	Exchange of Services

**ATTACHMENT IV – SAN ANTONIO
CONVENTION & VISITOR'S BUREAU**

DRAFT
For Discussion
Purposes Only



DRAFT
For Discussion
Purposes Only



San Antonio Convention & Visitor Bureau
Long Range Organizational Strategic Plan
March 2013



NICHOLS TOURISM GROUP
Advisory services for an evolving tourism industry

RADCLIFFE COMPANY
Destination Solutions



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1.0 Study Purpose and Study Team Composition

Over many years, the San Antonio Convention and Visitor Bureau (SACVB) has evolved and currently serves as the primary organization representing the visitor industry within the San Antonio metropolitan area. In order to ensure continued effectiveness of the organization, it undertook an organizational strategy which would assess recent performance, benchmark varying metrics to competitive industry norms and identify critical issues facing the organization. Additionally, this effort would outline a variety of near and longer term strategic recommendations to help maximize the organization's performance in the future.



While the study was undertaken by the SACVB, the effort incorporated a wide range of perspectives, utilizing guidance from group input sessions, one-on-one interviews and a web based input process. The study process was overseen and critical input was received with a Study Advisory Team which included representation from a cross-section of industry members (listed in Appendix I.) In addition, this effort aligns with the City's overall objective of making San Antonio a model city for the new face of America — a diverse, progressive and globally competitive city with a solid vision for national and international economic development.

1.1 Study Team Composition

The Nichols Tourism Group/Radcliffe Company (NTG/TRC) team was retained to undertake this organizational assessment.

NTG is a national leader in providing strategic planning, marketing and research services to the travel and tourism industry. Established in 1996, the firm has completed an extensive array of detailed strategic planning services for clients ranging from convention and visitor bureaus (CVBs), state tourism offices, county destination management organizations (DMOs), regional tourism promoters, Native American tribes, the United States Forest Service and numerous private developers. NTG's tourism strategy projects have involved work from Alaska to Mexico.

David Radcliffe established TRC in 2001, as a multi-dimensional hospitality-related consulting firm after 26 years in convention bureau management. For 14 of those years, Mr. Radcliffe led the nonprofit Greater Phoenix Convention and Visitors Bureau as its President and CEO, earning an international reputation for his innovative leadership and management capability in every aspect of destination marketing and management.



1.2 Report Format

Following the introduction, Section 2 of the report presents a review and analysis of the organization considering the following six areas:

1. Overall Industry Performance,
2. Organizational Structure,
3. Sales,
4. Marketing,
5. Customer Services, and
6. Community Alignment.

Section 3 then follows and outlines a variety of strategic recommendations to act on findings from the State of the Organization, along with recommended metrics that should be considered in evaluating future progress.

Section 4 concludes by identifying the timing and key entities involved in the various strategic recommendations.

The written summaries outlined in this report are supplemented by two presentations that provide additional detail. These presentation materials should also be reviewed to develop a full understanding of the process and findings.

2.0 SACVB State of the Organization

The study effort began with an investigation of the State of the Organization. This section outlines key findings of these study elements and sets the foundation for recommendations in following sections.

2.1 San Antonio Industry Performance

San Antonio has grown to be an increasingly attractive visitor destination, both within Texas and in the broader national marketplace. While the performance of the overall destination is impacted by efforts that go beyond the SACVB, these regional trends can be a key indicator of the effectiveness of past efforts.

The importance of the visitor industry is reflected in the publication an *Economic Impact Report of San Antonio's Hospitality Industry* analysis undertaken by Trinity University in 2012. This study found that the industry generated approximately \$12 billion in economic impact during 2011. These impacts are 50 percent higher than just a decade ago and are triple that achieved in 1991. Spending generated by the industry resulted in over \$300 million of local tax generation, moderating the burden on local residents. Demonstrating the critically important role the industry plays in San Antonio's job base, this spending stimulated employment for 112,000 persons, or 1 of every 8 jobs in the metropolitan area.

While these numbers are impressive, the real success of San Antonio's visitor industry is reflected when they are benchmarked to the performance of the state overall. According to Dean Runyan & Associates, between 2000 and 2011, Texas was able to increase visitor spending by an impressive 50 percent. By comparison, visitor spending in San Antonio increased by 68 percent, levels significantly exceeding these state averages.

When contrasting San Antonio to other Texas destinations, this superior performance is also evident. During the same time period, visitor spending in San Antonio grew at rates 40% above that of the Fort Worth/Arlington MSA, 25% above the Dallas/Plano MSA and 9% above the Austin/Round Rock MSA.

By outperforming other competitive destinations around the state, San Antonio was able to grow in an all-important measure—market share. Considering the Dean Runyan and Associates data, in 2000 San Antonio attracted 9.9 percent of all visitor spending in the state of Texas. By 2011, its market share had grown to 11.2 percent. While this might seem like a relatively small gain, the visitor spending pie is so large that this gain in market share equated to \$800 million of additional spending that



**Visitor Spending
(% Change)**

Year	Texas	San Antonio MSA
% Chg	+49.6%	+68.1%

Dean Runyan & Associates



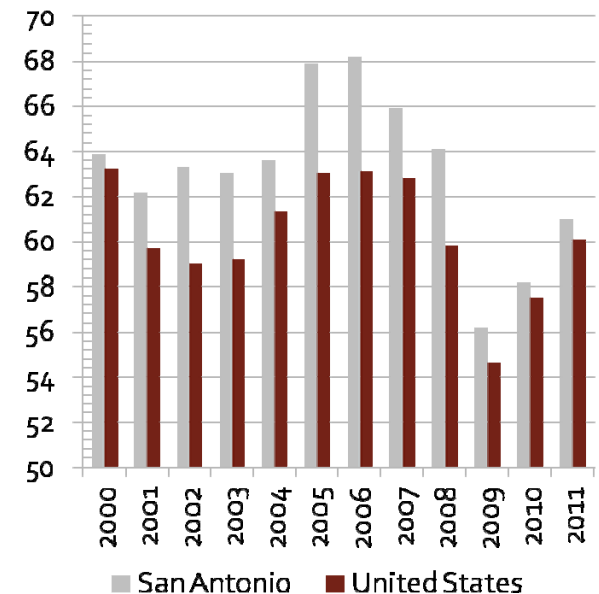
was successfully redirected to San Antonio. Another way to look at this gain, is that if San Antonio would have maintained the market share it possessed in 2000, destination businesses would have experienced \$800 million less in spending and the taxes and employment that spending supported.

An additional metric that helps demonstrate San Antonio performance is the occupancy performance of its lodging inventory. As noted in the graphic, the destination has effectively absorbed significant numbers of new room inventory, while continuing to outperform national occupancy norms. Since 2000, San Antonio has averaged 3 points above the national norms. Additional group and marketing efforts will continue to be necessary to maintain these premiums as major competitors within Texas are significantly increasing their hotel inventories, especially in the convention market.

Key Observations – Industry Performance

- ♦ The broader destination, influenced by the efforts of the SACVB, has been able to grow market share and attract significant amounts of new spending to the destination.
- ♦ While experiencing significant room additions in recent years, the destination has continued to outperform national lodging performance metrics.
- ♦ Although these historic trends are positive, as presented through the balance of this document, there are a variety of factors that need to be addressed by the SACVB to maintain its competitive stature in the future.
- ♦ The destination and the SACVB should not allow these past successes to develop a sense of complacency - the competitive environment continues to increase and proactive steps will be required to maintain positive trends in the future.

**Occupancy %
San Antonio v U.S.**



Smith Travel Research

2.2 SACVB Organizational Structure

The SACVB is a public entity organized as a department of the City of San Antonio. The Bureau was established in April of 1968 through the passage of City Ordinance # 36463 amending the city budget to include temporary funding and identifying the initial staffing required to establish the organization. Since then, the SACVB has grown and evolved as a significant economic development entity within the City, successfully marketing San Antonio as a preferred convention and visitor destination. The City also established the 27 member San Antonio Convention and Visitors Commission which serves in an advisory capacity assisting the staff and management of the SACVB in the execution of its mission and marketing programs.

The SACVC is composed of a broad cross section of community business interests with an emphasis in the hotel, hospitality and tourism industry. This body also advises the management of the City's Convention, Sports and Entertainment Facilities department (CSEF). The CSEF is responsible for operating San Antonio's public assembly facilities including the Henry B. Gonzales Convention Center (HBGCC) and the Alamo Dome.

The SACVB and the CSEF departments operate independently, but are structurally aligned through the City Managers' office and aligned practically in the functional requirements of marketing and accommodating convention holding groups in San Antonio.

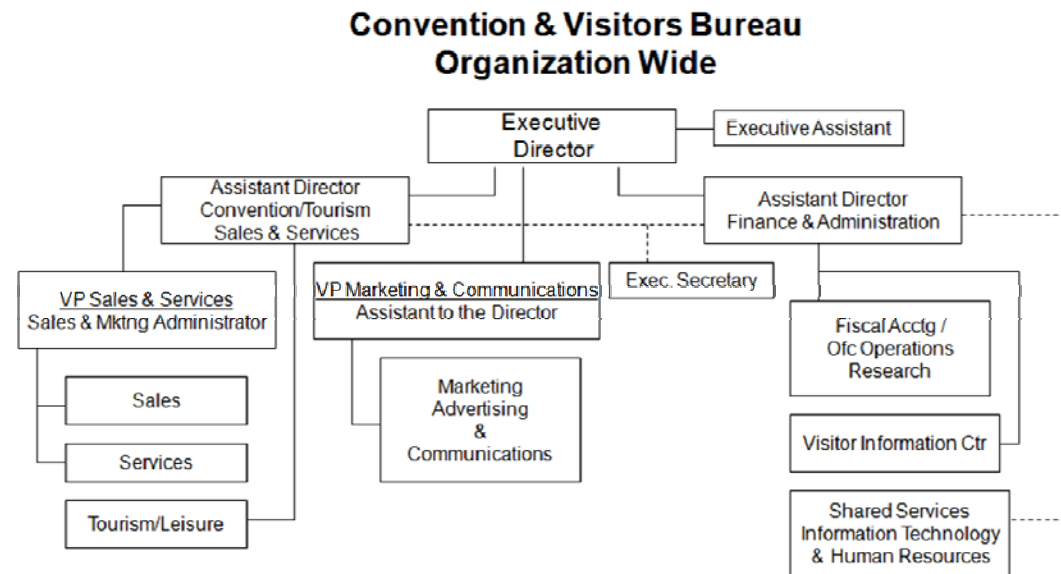
The SACVB is dominantly funded by a dedicated percentage of the City's Hotel Occupancy Tax (HOT) related Special Fund as authorized by the legislature of the State of Texas and annually appropriated by the San Antonio City Council. The City's Occupancy Tax Fund also serves as a funding source to support operational City facilities (e.g. SACVB, HBGCC and Alamodome), retire bonded indebtedness on the HBGCC and support in part, the City's annual allocation to Cultural Affairs and Historic Preservation.

In 2012, the HOT tax generated more than \$53MM, of which approximately \$20MM will be allocated to the SACVB to execute against its mission. SACVB is internally organized with three divisions: Convention/Tourism Sales and Services; Marketing and Communications; and Finance and Administration. Sales and Services and Finance and Administration are overseen by Assistant Directors and Marketing and Communications by a Vice President, all three of whom report directly to the Executive Director.

An integral element of this study included an analysis of SACVB benchmarked against a set of 25 comparable destinations with a minimum operating budget of \$10MM to attain an understanding of any functional and/or operating anomalies that would differentiate SACVB favorably or unfavorably (these comparable destinations were aggregated by the Destination Marketing Association International—DMAI - and are listed in Appendix II.)

When comparing organizational structures, SACVB is the only organization in the set that operates as a part of a public entity. In the case of every other competitor, the corresponding destination marketing organization is an independent non-profit corporation contracted by the respective city or county to provide similar marketing services.

The SACVB possesses 93.5 full time equivalent staff positions. Of these personnel, 74% serve in the Convention/Tourism division, 14.5% in Finance and Admini-



stration and 11.5% in Marketing and Communications. As shown in the graphic, SACVB's expenditures per FTE are very similar to that of comparable organizations, reflecting a reasonable staffing level considering budget size.

In order to contrast SACVB resource deployment to averages as developed by DMAI, NTG/TRC recast the SACVB's financials to correlate with DMAI categories. These thus vary from other financial presentations of the SACVB. Programmatically, the budget is roughly deployed as follows: Personnel 38%, Sales, Marketing and Communications 52% and Administration 10%. This allocation is also very consistent with comparable organizations, with the SACVB committing a slightly higher percentage of total budget to sales/marketing and promotional efforts and lower percentage to personnel and administrative costs.

Stakeholder Inputs

As part of the review process, a variety of outreach efforts were undertaken to gain stakeholder thoughts and input. In regards to structural related issues, the San Antonio visitor industry and community leaders are generally supportive of the overall performance of the SACVB; however, one issue emerged as a critical discussion regarding the current structure of the organization. Although not unanimous, many stakeholders cited concern that as a public entity, SACVB lacks businesslike functionality in several areas deemed important. The most common references related to the "civil service" limitations with regard to compensation for superior performance and practices associated with the hiring and firing of personnel. Secondly, procurement policies may inhibit "speed to market" considerations and unfavorably influence SACVB's ability to respond to important market influences in a timely manner.

Several other themes also emerged in the review process including the importance of a leadership role the organization should play in the community in general, as well as the importance of organizational and industry alignment with the economic development community.

Key Observations – Organizational Structure

- ◆ SACVB financial stability and operating environment is structurally sound as a department of city government.
- ◆ The current organization structure does not comprehensively encourage important private sector investment in marketing programs.
- ◆ SACVB compares favorably in its budget deployment strategy and practice when benchmarked against comparable DMO's.
- ◆ SACVC's advisory capacity may not permit the private sector visitor industry leadership's full engagement in policy and

SACVB Staffing Comparison

CVB FACTOR	SACVB	\$10 m + Median
Total 2011 Revenues	\$20,062,000	\$13,955,000
Total 2011 Expenses	\$20,062,000	\$14,033,000
Employees - FTE	93.5	63
Expenditures/FTE	\$215,000	\$223,000
Personnel Costs % of Total Budget	37.7%	39.6%
Sales/Mkt/Promo % of Total Budget	51.7%	49.2%
Administrative % of Total Budget	10.6%	11.2%

Source: 2011 DMAI Organizational & Financial Profile

- programming decision making.
- ♦ SACVB's ability to retain and competitively reward superior employee performance is inhibited by the civil service structure.
- ♦ The city's procurement policies inhibit "speed to market" considerations and unfavorably affect organizational nimbleness.
- ♦ A majority of stakeholder inputs reflect a desire for SACVB to migrate toward structural independence.

2.3 SACVB Sales

The San Antonio Convention and Visitors Bureau convention sales division consists of 16 sales managers, including 14 in the headquarter office in San Antonio and 1 each in satellite offices in Chicago and Washington DC. The team includes a Director of Sales and all sales personnel report through a Vice-President of Sales (VPS) who provides strategic direction, organizational oversight and coaches the team on a daily basis.

Deployment strategy is territorial, with some overlap between the headquarter office and the two primary satellite locations, while other managers at the headquarter office target different regions of the U.S. Additionally, targeted segments in ethnic meetings and sports/events are additional responsibilities for three sales managers.

The Vice-President of Sales (VPS) is the primary interface with the HBGCC on strategic sales direction and policy, while individual sales managers have access to the booking calendar to tentatively protect dates and space for a prospective customer. Targeted segments are prioritized by potential HBGCC usage and secondarily by accounts that may be accommodated in any one of a number of hotels in the San Antonio area.

The VPS also manages the convention marketing initiatives including client events, trade show marketing and sales, a customer advisory board, and sales missions into key feeder markets. The Assistant Director of Sales and Services oversees advertising and promotions with input and advice from the VPS.



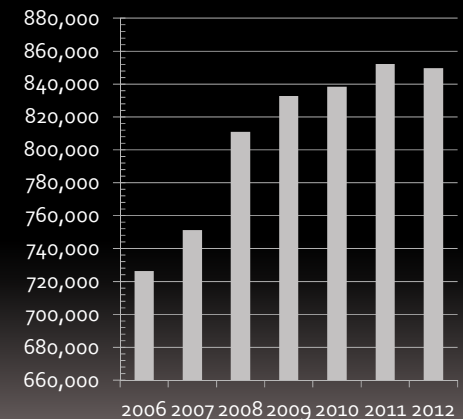
The SACVB demonstrated impressive gains in room nights booked during the mid-portions of the decade. Much like other destinations across the country, as the economy slowed, so did booking performance. Importantly, although slowing, the SACVB continued to show moderate gains. During 2012, there were slight reductions in bookings and the range of recommendations developed through this strategy effort should help the organization demonstrate regained momentum in future years.

When 2011 performance is contrasted to the Competitive set and Texas averages, confirmed bookings are above average, but the smaller overall group size for San Antonio is reflected in the lower confirmed delegate metric. The only metric departing from the overall positive view is SACVB's conversion ratio, which lags somewhat behind the competitive destinations. It should be recognized that when reviewing and comparing the sales performance among comp set cities, each city may not account and/or measure their booking activity within the same methodology and thus some variance can be attributable to these tracking deviations.

SACVB Booking Performance

- Significant gains in mid-portions of decade
- Slowing as moved into deteriorating economic conditions
- Continued to see moderate increases even in light of difficult economy
- Slight decrease in 2012 bookings

Room Nights Booked



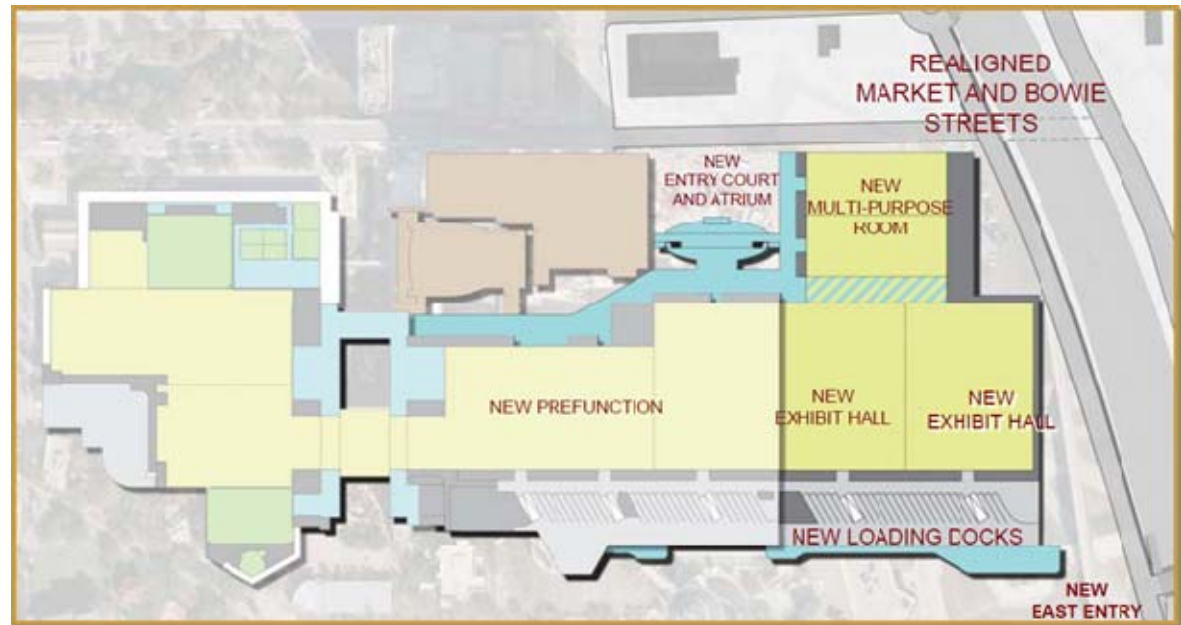
Source: SACVB

2011 Statistic	SACVB	Comp Set Avg	TX Avg
# Confirmed Bookings	589	463	436
# Confirmed Delegate Attendees	564,000	838,000	687,000
# Confirmed Room Nights	852,000	953,000	771,000
Conversion Ratio	24%	30%	29%

Source: NTG/TRC and SACVB

The sales division currently employs Ungerboeck's customer relationship management (CRM) system (client records and database) that is shared with the HBGCC's event management system. The system is adequate for managing group contact information, and file notes, but may be in need of upgrading to achieve maximum benefit as a sales tool and "top of class" reporting system.

Of critical importance to San Antonio as a destination is the pending expansion and aesthetic improvements to the HBGCC. The Center is in the initial phases of a major enhancement project to modify and increase saleable convention space including a contiguous 512,000 square foot exhibition hall, a new entry court and atrium and additional multi-purposes spaces. The expansion project will also result in improved exterior spaces, new streetscapes and a direct connection to HemisFair Park, which is also under redevelopment. The expanded and improved HBGCC will enhance San Antonio's convention offerings and competitive advantage, yet will require aggressive pre-selling efforts on the part of the SACVB.



Stakeholder Inputs

The San Antonio convention industry and community leaders are supportive of the historical performance of the SACVB sales division, however stakeholders anticipate ongoing market forces, competitive advances in the primary set and continuing economic challenges to act as barriers to success in the future. The need to maximize the impact of the newly enhanced HBGCC was also cited as a primary objective and focus for the division moving forward. Although sales performance has been widely regarded as effective, some input aligned with concerns related to the organizational structure and the ability to maintain competitive compensation practices for superior performers was noted.

Key Observations –Sales

- ◆ Continuing education and sales training for all sales management may need to be prioritized.
- ◆ The database management systems are not considered to be “top of the line” in functionality and may need amendment or enhancement.
- ◆ Enhanced sales tools, leading edge digital sales functionality, an effective web presence, direct sales travel outreach and promotional budgets may be necessary to maximize productivity and performance against new stretch objectives aligned with HBGCC expansion.
- ◆ Civil Service system may be limiting the Division from attracting and retaining superior sales talent. Long term success in destination sales is most often aligned with customer relationships and retaining a talented team with longevity is an important factor.

2.4 SACVB Marketing

Marketing is a critically important element of the SACVBs mandate and as previously noted, over half of the organization's budget is oriented to these efforts. In SACVBs case, they are not only committing a slightly higher percentage of its overall budget to these areas, they are also placing a significantly higher percentage of resources in actual media advertising. When these expenditures are benchmarked against the competitive set, the SACVB is directing 1.8 times the average allocation to these direct placement efforts.

While these allocations are above average, the organization's efforts to event hosting and trade show participation is below other competitive set averages.

The SACVB has taken new steps in their creative marketing, recently launching a new campaign that allows a broader array of destination assets to be highlighted. Using a "Remember the ..." tagline, the new campaign reinforces a mix of arts and culture, heritage and adventure themes. It also incorporates San Antonio resident's experiences through social media, bringing an additional sense of authenticity to prospective visitors. Through these new efforts, visitors will be challenged to think of a San Antonio experience that goes beyond the Alamo and the River Walk.

San Antonio CVB Sales and Marketing Allocation

SALES/MARKETING/PROMOTION EXPENSES

	SACVB	Comp Set
Travel & Entertainment	2.2%	3.3%
Trade Show Participation	1.7%	3.0%
FAM Tours/Site Visits	1.8%	1.3%
Event Hosting - Industry Sales Marketing Events	1.2%	3.9%
Event Hosting - Member/Community Events	0.4%	1.7%
Media Advertising	32.7%	18.4%
Sales Outsourcing	0.3%	1.9%
Local Tourism Grant Programs	0.0%	0.7%
Website (website development, maintenance costs, contracts)	1.9%	1.7%
Printed Collateral Material	2.4%	2.6%
Giveaway Promotional Items	0.8%	0.6%
Merchandise Sold	0.5%	0.1%
Ticket Sales	0.0%	0.6%
Research	1.2%	0.9%
Fulfillment, including related postage	1.5%	1.0%
Donated (non-cash) products & services (for marketing & promotion)	0.0%	2.3%
Other	3.1%	5.4%
	51.7%	49.2%

Source: 2011 DMAI Organizational & Financial Profile

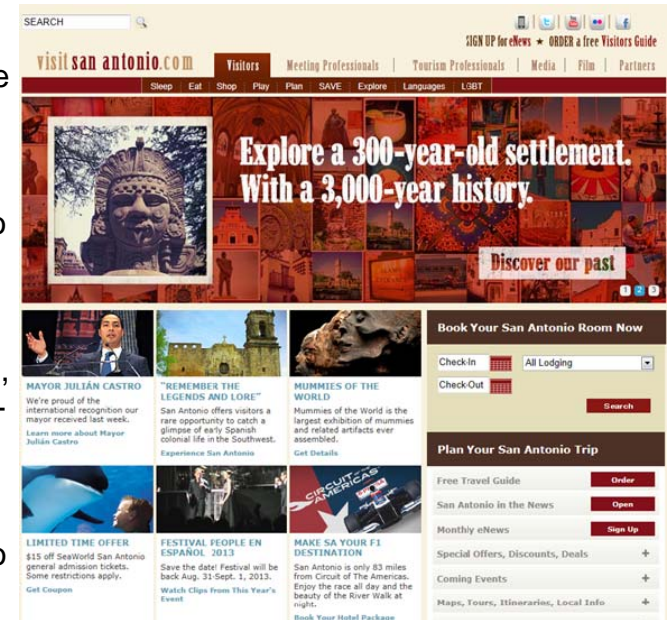


These collective marketing efforts are successfully driving visitors to SACVBs primary website, visitsanantonio.com. With over 3.5 million visits in 2011, they compare very positively to both the competitive set and other Texas CVBs. It should be noted that SACVB performance in 2012 grew significantly to 4.3 million visits. They not only have significantly exceeded overall traffic volumes, the visitsanantonio.com has a similar unique visit ratio and average page views when compared to these competitors.

Although impressive in volume, the SACVB can continue to understand how this connection is influencing trip decisions, whether it be the fundamental trip decision, where to go, or how long to stay. These types of answers could help the organization better evaluate how this connection is impacting spending and their associated economic impacts.

Beyond advertising, public relations is also a key channel to introduce prospects to the variety of experiences in San Antonio. By generating stories in a wide variety of publications during 2011, the SACVB estimated it achieved just over \$12 million in ad equivalency with the stories. PR efforts in 2012 have been expanded and grew to an ad equivalency of \$27.3MM.

Customer segmentation is currently oriented around five primary themes: Culinary, Family Fun, Active Lifestyle, History/Arts and Travel Trade. These are believed to be appropriate and allow for effective targeting. While crafting messages directed to these segmented groups helps in speaking more directly to their interests and needs, it is cautioned that “silo” thinking is minimized. Thinking of these groups as autonomous, without overlap, can limit the collective power of San Antonio products and experiences. Often the visitor looking for an active daytime experience is the same looking for a great culinary opportunity to end the day. Thus, the challenge is to work to both think of individual segmented needs as well as integrated interests among the segments.



Statistic	SACVB	Comp Set Avg	TX Avg
Total Visits	3,540,000	2,860,000	1,640,000
Unique Visit Ratio	.74	.75	.73
Average Page Views	4.4	4.4	4.1

Source: NTG/TRC and SACVB



Stakeholder Inputs

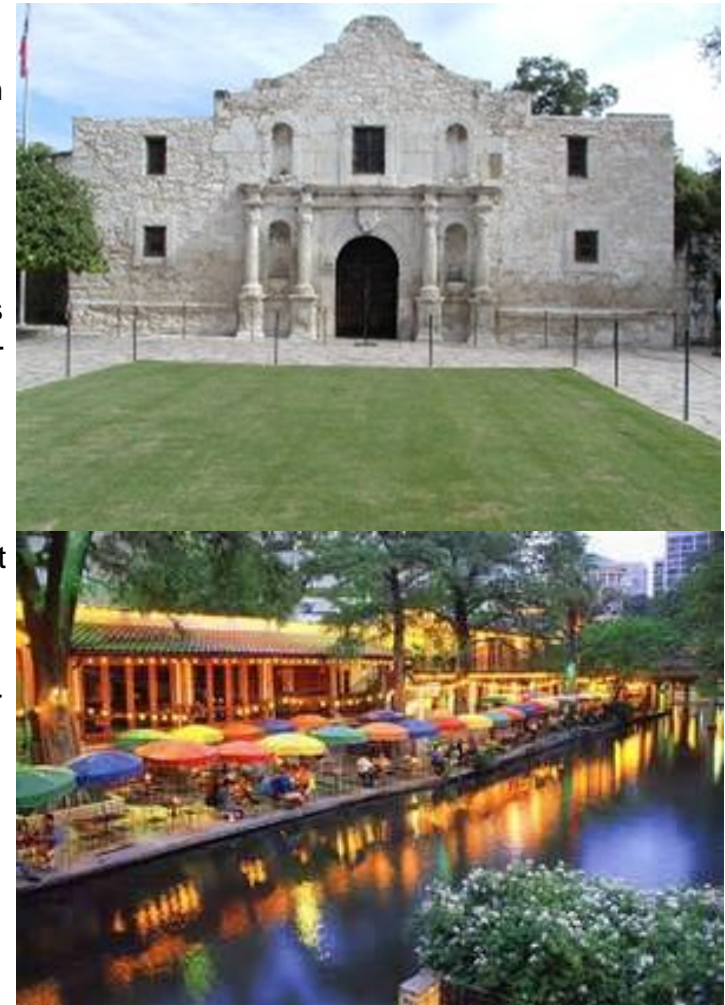
One of the most consistent concerns regarding marketing is that historically San Antonio has been defined by the Alamo and River Walk. Once visitors had experienced these attractions, they could “cross San Antonio off” their list of leisure destinations. A clear need to help educate both past and prospective visitors on the broad array of available experiences was noted by many. Many believed the new campaign was positive and would move the destination in the right direction. However, many noted it was too early to tell the ultimate impacts of the campaign and they wanted to see more clearly how the effort was impacting visitors.

A number of comments also focused on the use of technology to help continue the connection with visitors. Use the base campaign to connect and then maintain engagement through a broader range of technology. This ongoing engagement would be particularly important in helping stimulate repeat visitation of past guests.

A final marketing related theme heard repeatedly was the need to use public relations internally to help San Antonio residents better understand how the visitor industry benefits them. Many believe there is little understanding by residents and leaders of the true role of the visitor industry and more needs to be done to change internal perceptions.

Key Observations –Marketing

- ◆ New marketing campaign is positive, but tracking will be key in evaluating effectiveness and gauge visitor’s perceptions of San Antonio.
- ◆ Visitor traffic to the web is positive, but more needs to be done to track true role and economic impacts. Greater ability to support sales opportunities also should be pursued.
- ◆ A broader array of technology tools should be deployed to maintain engagement both in stimulating the travel decision, when in the destination and when they return home.
- ◆ Careful allocation of marketing resources among customer segmentation must be considered, as well as the cross-fertilization opportunities among the segments.



2.5 SACVB Customer Services

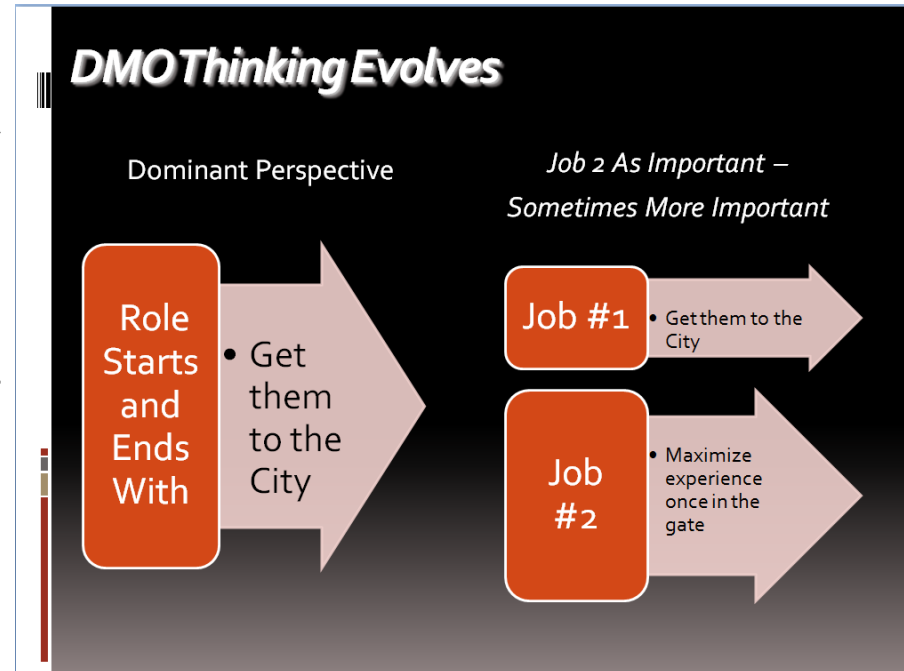
San Antonio and the SACVB have invested significant time and resources attracting individual, group, domestic and international visitors for leisure purposes. The history, heritage, culture, arts and commercial attractions offer the consumer a myriad of choices for a leisure vacation or the extension of a visit initiated for other purposes, like a convention or business trip.

While stimulating the basic trip decision through marketing and public relations is a critically important role of the SACVB, so is helping ensure a memorable experience once in San Antonio. Strategic destinations and their Destination Management Organizations (DMOs) recognize its not just “getting them to the gate” that’s key, its also “maximizing the experience once in the gate” that helps deepen the visitor connection.

In San Antonio’s case, the primary intercept location for visitors on a leisure trip is the San Antonio Visitor Center located in the city’s Alamo region. The facility offers a staffed resource for visitors looking for information on the area’s attractions and entertainment offerings, restaurants, museum’s and other cultural facilities.

Although, the location of the facility is an asset for intercept purposes because of the foot traffic generated as a result of the proximity to the Alamo, it lacks accessibility for other traffic because there is no available proximate parking. Additionally, appropriate signage directing visitors to the Center is not effectively maximized to help direct additional traffic.

The Visitor Center also has a significant retail component, offering logo and other destination merchandise. While the center has been successful in generating income from these sales, it should be asked if the full value of the operation is being achieved when other strategic uses of the space are considered.



Trends in destination management suggest that the real value of visitor intercept locations is to educate and engage visitors in an effort to maximize and extend the stay, or motivate visitors for a return trip. To accomplish these objectives, some destinations use locations that lend themselves to easy access and equip them with high resolution graphics and high definition monitors that tell the destination story in appealing, entertaining formats. Other destination research substantiates the importance of effective engagement with findings such as:

- ◆ Approximately 70% of visitors make decisions about what to do on a leisure trip after they have arrived at their destinations. They are looking for help from local experts to guide them in the right directions,
- ◆ 15% of travelers extend their current visit after consulting with an effective visitor intercept program, and
- ◆ Over 25% plan a return visit as a result of the travel counseling received at an effective intercept location.

Since existing visitors are the most qualified future prospects, initiatives to more extensively engage and educate them may be critical in the overall visitor marketing strategy.

In addition to servicing the leisure visitor, connecting and assisting convention delegates are also of key importance. Given today's highly competitive convention market, destinations look to separate themselves by providing exceptional service to professional meeting planners who select their destinations for annual conventions and trade shows. Beyond the destination assets, visitor amenities and flexible facilities, delivering a cost effective, quality customer and delegate experience is of paramount importance. If properly executed, it can create competitive advantage and importantly, the opportunity to re-book an event for future years.

SACVB has dedicated considerable human resources to this service function and surpasses its competitive set in the overall percentage of organizational personnel budget by a wide margin, nearly double that of the average. This reflects an important organizational commitment to maximizing the relationship with existing clients and ensuring a positive experience for the meeting organizer. Equally important is the interface between the SACVB service personnel and the event management team at the HBGCC and their collective efforts to deliver a seamless experience for the planner. An opportunity to create a more seamless customer experience might exist with improved alignment between the HBGCC and SACVB service functions. Customer surveys continually show the importance of a smooth transition between the Sales and Services functions.

Personnel Expenses by Department

Department	SACVB	Avg
Convention Sales and Marketing	36.3%	30.6%
Sports Sales and Marketing	0.0%	1.9%
Travel Trade Sales and Marketing	5.4%	5.7%
Leisure Marketing (Consumer)	11.7%	11.2%
Convention Services & Housing	17.2%	8.7%
Visitor Services (include VIC)	5.6%	5.2%
Communications and Public Relations	10.2%	7.5%
Membership	0.0%	4.1%
IT/Technology Management	3.3%	2.8%
Administrative (incl. Finance and HR)	8.1%	16.9%
Other	2.1%	5.3%

Source: 2011 DMAI Organizational & Financial Profile

Stakeholder Inputs

The San Antonio visitor industry acknowledges the value and importance of the customer service functions of the SACVB. There is also recognition of the importance of the visitor experience, yet there is little understanding of how SACVB initiates and delivers programming to support desirable outcomes in these functional areas. The Visitor Center is highly regarded, largely based on the number of guests who seek advice from the travel counselors staffing the facility, but there is a lack of clarity of how the function integrates strategically with other organizational goals and targets.

SACVB has also made significant commitments to staffing this function in an effort to differentiate the San Antonio meeting experience. Yet some stakeholders question the commitments of human resources to this function vis-à-vis the return on investment. Further, evidence and input suggests that the convention services team and the HBGCC event service personnel may not be taking fullest advantage of these resources.

Key Observations – Customer Services

- ◆ The visitor intercept and service function of the SACVB requires greater focus on engaging existing visitors with the objective of extending stays and motivating return trips.
- ◆ The lack of vehicular access and parking to the existing visitor center facility limits potential impact.
- ◆ A more holistic view of the intercept process, including other physical and virtual systems, integrated with the distribution of pre-trip planning information may strengthen SACVB's service to consumers.
- ◆ The interface and cooperative working relationship between the SACVB convention services department and the event management team at the HBGCC should be enhanced to improve the seamlessness of the meeting experience in San Antonio.

2.6 SACVB Community Alignment

While the primary role of the SACVB is to stimulate and maximize the potential of the visitor industry, it can also work to help enhance resident's quality of life by assisting in developing and expanding the types of assets appreciated by both visitors and residents. This alignment with the community can take many forms, but there needs to be clear acknowledgment and identification of initiatives that will be pursued by the organization.



The SACVB undertook an broader destination-wide strategic planning process in 2006 called DestinationSA. This analysis was updated by *Convention Sports and Leisure* in 2011. Many of the recommendations outlined in this report were oriented around new product development or enhancement initiatives, most of which would be appreciated by both visitors and residents. Although outlining a wide variety of prospective new initiatives, it was not clear what role the SACVB would have in prioritizing or moving the various projects forward.

In addition to the DestinationSA report, the recent city long range planning effort, SA 2020, was completed in 2011 and outlined a variety of areas in which the visitor industry and the SACVB play an important role. Eleven planning areas were incorporated in the report, with three having particular relevance to the SACVB: Arts & Culture, Downtown Development and Economic Competitiveness.

In the future, the SACVB must identify the role they will play in helping move these broader community oriented goals forward and what resources to deploy.

If the SACVB was to become increasingly involved in how San Antonio proactively develops, it would be a somewhat new role for the organization. They, along with CVBs around the nation, are moving beyond their traditional marketing roles to become more involved in crafting how their destination develops in the future.

Destination Marketing Association International (DMAI) recognizes this evolving role and has developed a Product Development course within their Certified Destination Management Executive program to help CVBs act on new opportunities. They use the term “Destination Architect” to describe this role. The CVB might not actually develop or fund new initiatives, but they are playing a leadership role in identifying what new products could best enhance their destination and how they can proactively move these concepts forward.

Visitor Industry Connections with SA2020

Arts & Culture

- In 2020, San Antonio leads the world as a creative community

Downtown Development

- In 2020, Downtown is the heart of San Antonio and is everyone's Neighborhood

Economic Competitiveness

- In 2020, San Antonio is recognized as a leader in business that prospers through innovation in 21st century industries



"Destination Architect"

There are examples across the county of successful applications of this Destination Architect role and some are using themes like *“Tourism Builds Community”* to help deepen the connection of the visitor industry to both residents and leaders. The SACVB has many initiatives that provide benefits back to the community, however most question the level of recognition by residents of these connections and of the SACVB’s role.

Stakeholder Inputs

In stakeholder discussions, some questioned if this broader community, quality of life role was appropriate for the organization to move towards. They argued that the organization’s role should not go beyond stimulating new room nights. Others were supportive, but questioned what level of involvement would be appropriate and what level of resources would be required to move forward. There were also concerns that as a city agency, they could be directed to move in certain areas that would help other departments, but would not necessarily be the optimal ones from a visitor industry perspective.

While there were differing perspectives on the level of proactive community development involvement, most were clear that they did not believe enough had been done to connect and educate San Antonio residents on how the visitor industry impacts them and their quality of life. More proactive steps needed to be taken and the concept of an “internal” campaign targeted to residents and leaders was embraced.

More extensive outreach and communication with the role the visitor industry plays in broader economic development was also a key issue. Many believed that the true economic development role played by the visitor industry was not appreciated and more needed to be done to deepen the connection with economic development entities.

Key Observations – Community Alignment

- ◆ Intercommunity collaboration at a variety of levels needs to be enhanced to better ensure the overall community understands the range of ways the visitor industry impacts San Antonio.
- ◆ Community relations and communications needs enhanced efforts to educate about the SACVB and its impacts on quality of life.
- ◆ An internal visitor industry advocacy program should be developed that integrates all elements of the industry.
- ◆ The SACVB should increasingly embrace the role of a Destination Architect, but should move slowly, limiting the depth of required resources.

3.0 SACVB Organizational Strategy

Using the findings of the State of the Organization as a foundation, this section outlines how the SACVB should strategically position for the future and what objectives and tactics will allow success.

3.1 Mission Vision and Key Themes

Through this planning process a wide variety of perspectives presented thoughts on how the SACVB should be positioned in future years. This future “Vision” was aspirational and focused on the role of the organization and how it should be perceived in the future.

The crafted Vision Statement incorporates many of the key themes from this input and the red highlighted words are points that many wanted to have prominence. It is recognized that the emphasis identified within the statement could reflect different interpretations. However, the Vision Statement is meant to be broad and aspirational, allowing for execution and implementation in many different forms. As noted, the vision reinforces the organization as a premiere organization among its peers nationally, one that is recognized as “the source” for visitor information. Clear progression in operating in a businesslike fashion is reinforced, along with the need for clear performance benchmarks. Finally, these achievements are desired, along with an ability to be seen as one of the best work environments in the city.

The SACVB has an existing Mission Statement and there are two additions noted in red that refine and better incorporate its evolving role as a “Destination Architect,” as well as reinforcing its role in enhancing resident’s quality of life.

SACVB Planning Vision

Aspirational!

The San Antonio Convention and Visitors Bureau shall be recognized as a **premiere** destination marketing organization and **the source** of visitor information within San Antonio. We will strategically and passionately pursue our mission as stewards of the trust placed in us by our funding partner and all stakeholder groups. We will demonstrate market understanding and pursue competitive advantage for the destination in all market segments, will operate our organization within a **businesslike** context, and will consider long range destination **sustainability** in future endeavors. We will **measure** our success in our sales, marketing and services performance, business ethics, stakeholder engagement, and our brand effectiveness. Finally, we will pursue this vision, while being seen as one of the **best places to work** in San Antonio.

Refined SACVB Mission Statement

**Promote, market and
assist in developing San
Antonio as a premier
leisure visitor and
convention/meeting
destination for the
purpose of positively
affecting the City’s
economy and enhancing
citizens’ quality of life.**



In acting on these Vision and Mission Statements, the following five key strategic themes will be utilized:

1. The SACVB needs to work towards an enhanced organizational structure, one that ensures businesslike functionality and speed to market factors are not lacking,
2. New steps to maximize the effectiveness of the convention and group sales efforts need to be undertaken, particularly in light of expanded convention center opportunities,
3. Expanded marketing effort should be pursued to ensure the broad range of destination assets are understood, both by existing and prospective visitors,
4. An expanded range of leisure and convention services should be pursued to better ensure visitors maximize their experience once in the San Antonio destination, and
5. Connections with the broader San Antonio community should be deepened and new proactive product development efforts should be pursued.

5 Key Strategic Themes

Theme 1 – Work towards an enhanced organizational structure

Theme 2 – Maximize effectiveness of the convention and group sales effort

Theme 3 – Broaden marketing initiatives to maximize destination awareness

Theme 4 – Expand and enhance range of leisure and convention visitor services

Theme 5 – Maximize connection to the Community and its future development opportunities

The following portions of this section examine each of these themes and outlines a variety of associated objectives and tactics.

3.2 Key Theme - Work Towards an Enhanced Organizational Structure

As identified in the “state of the organization,” an enhanced organization structure emerged as an important theme and is integrated as part of this long range strategy. Two key objectives are aligned with this theme and implementation is recommended in sequential order beginning with an internal audit of systems and processes that impact “speed to market” and businesslike functionality.

Objective 1

Develop policies and analyze best practices to maximize businesslike functionality, recognizing the current City of San Antonio structure.

Tactic 1 - Audit businesslike functionality limitations

As a part of the City of San Antonio, the SACVB is required to manage its affairs within a bureaucratic/public context, with specific requirements regarding procurement, purchasing and human resources. Tactically, several internal evaluations and audits are required to assess the degrees to which these administrative functions imposed by government limit the SACVB's competitive response to market-based influences.

Tactic 2 - Contrast to competitive DMOs

The discoverable policies and procedures that limit business functionality should then be researched within a competitive “best practices” context to determine what efficiencies are evident within the competitive set. SACVB should retain independent resources to study, demonstrate and present what and how “best practices” within the set create quantifiable disadvantages for SACVB and its ability to meet its mission requirements.



Tactic 3 - Work with City management to refine limitations

Once the specific limitations of city imposed policies and procedures are identified and quantified, SACVB should pursue with City Management the feasibility of modifying current practices and requirements to address efficiency, competitiveness and speed to market limitations. If these issues are amendable, then the community can address the structural limitations and the need to pursue a different structure, should it be necessary, following a strategic response to the following Objective 2.

Objective 2

Initiate a process that would identify the most effective alternative organizational structure that maximizes destination ROI to the City of San Antonio, while considering the funding elements of both the City and investments of private sector stakeholders.

Tactic 1 - Evaluate alternative organizational structures

The City should consider appointing a “blue ribbon” community-based ad hoc committee to carefully evaluate other common organizational structures that may provide relief from City-based processes limiting businesslike functionality and competitive “best practices”. The committee’s charge to identify the relative

***City Agency
versus Private
Non-Profit***

strengths and weaknesses of a number of alternative structures in the DMO space will provide important assessments as to the preferred available option for San Antonio.

Tactic 2 - Identify funding requirements and sources

The analysis would further require estimates of revenue potential aligned with each alternative and identify the source of those revenues, i.e., private sector partnerships or sponsorships and revenue producing programs and technologies. Once the data is assembled, a cooperative review with City Management can determine the additional implications on the SACVB traditional funding formulas and the budget potential of the alternatives.



Tactic 3 - Preferred alternative selected and implemented

The study should also include a review of human resource deployments within a competitive context to determine comparable program deployment requirements and possible efficiencies in payroll and benefits. Other program assessments should include an evaluation of all identified administrative “speed to market” considerations and how the alternatives may enhance efficiencies and functionality. Once the research has been completed and a preferred alternative identified and recommended by the committee, SACVC and City Management can assess the value and benefits, as well as political downsides of pursuing a re-structuring of the SACVB.



Performance Metrics

- ◆ Businesslike functionality factors have been successfully identified and contrasted to other competitive DMOs,
- ◆ Businesslike functionality factors successfully or unsuccessfully resolved with City Management
- ◆ Alternative structures successfully evaluated and funding approaches quantified along with targeted revenue forecasts
- ◆ Successful resolution of new organization determined, with consensus developed between City and private sector partners.

3.3 Key Theme - Maximize the Effectiveness of the Convention and Group Sales Effort

Essential to the success of any major destination marketing organization is the effectiveness of the DMO convention and group sales efforts. The state of the organization has prioritized sales as an integral element and theme in this long range strategy.

Objective 1

Ensure that all sales initiatives and programs maximize the use of industry “best practices” and “leading edge” technology tools.

Tactic 1 – Align sales processes with industry “Best Practices”

Initiate a comprehensive audit of all existing sales processes and procedures, including all interfaces with the HBG Convention Center to determine the degree to which these processes align with the industry “white paper”, *Best Practices in Convention Center Sales and Operations* jointly published in 2008 by the DMAI and IAAM. Identify which processes may need modification or amendment and pursue implementation.

Tactic 2 – Enhance data management systems

The core element of a successful group sales program is an effective and efficient customer relations management system (CRM) that maximizes available selling time and enhances regular customer interface opportunities. SACVB is currently investigating a new CRM that will upgrade databases and data management processes enhancing available selling time. SACVB should initiate data migration and training on the new system as soon as feasible.

Tactic 3 –Embrace new sales tools

Competitive tools that increase the frequency of customer contact and push the San Antonio brand to all segments was a notable deficiency in the “State of the Organization” analysis. Initiate appropriate research to determine what technology and other web-based tools are emerging that can competitively equip the sales team and enhance the introduction of the brand and new products to market. Particular emphasis on tools that introduce and promote the “new” HBG Convention Center should be prioritized.



Tactic 4 – Refine deployment strategies to maximize stakeholder alignment

DMO deployment strategies that maximize return from key performing segments is central to overall sales success. SACVB sales supervision should continually monitor the alignment of its deployment approach with that of its primary stakeholders. Further, SACVB should consider vertical segmentation to ensure key segments are aligned with exceptional performers. Consider including and combining territorial deployment with one or more vertical segments, i.e. Southeast with Ethnic groups, Midwest with Medical Associations, Northeast with Insurance and Corporate, etc.

Objective 2

Ensure that all sales initiatives maximize the potential success of the expanded Henry B. Gonzales Convention Center.

Tactic 1 – Integrate priorities with key stakeholders

Initiate a collaborative pre-expansion process that includes input from key hotel stakeholders to establish consensus on booking priorities and targeted HBGCC accounts. In light of the increase in guest room inventory, ensure that the targeted account profile maximizes opportunities to “stack” business and reduce effects of extended move-in and move-out periods. Deploy accordingly.

Tactic 2 – Expand depth of business evaluation model

Initiate processes internally and externally that develop broad industry support on a business evaluation model for HBGCC accounts. Include an analysis of all potential destination related potential revenue with emphasis on streams that include all ancillary services at the HBGCC, in addition to rental income. Model should include considerations relative to arrival/departure pattern, need date periods, total peak night guest room requirements, room rate targets and forecasted HBGCC revenue at the minimum. Sales personnel should defend space holds for potential accounts at regularly scheduled business evaluation meetings supporting the tentative pipeline.

Tactic 3 – Proactively work to minimize construction impacts

Review all definite, contracted accounts that fall within the anticipated construction period to determine which bookings are, or may be, unfavorably impacted by the expansion project. Develop and implement a comprehensive communication plan, including direct contact with each account; pursue efforts to retain the contracted business. Develop an incentive package and negotiate retention requirements, relocate to another date period to minimize unfavorable impacts or cancellation if necessary. Maintain active stakeholder communication and support throughout the process.

Tactic 4 – Aggressively market the expansion

Develop and fund an aggressive pre-opening marketing strategy to maximize exposure and awareness of the expanded HBGCC. Use all marketing disciplines, including digital and traditional resources, public relations, media advertising, and special promotions to educate all existing and newly targeted segments and accounts. Establish stretch goals for all direct sales personnel and upgrade pipeline benchmarks to coincide with grand opening periods and beyond.



Objective 3

Initiate efforts to ensure that the SACVB sales team is represented by highly qualified and effectively motivated individuals to maximize organizational performance. (Efforts to meet this objective must be included within the context of the initiatives associated with the Organizational Structure Strategy)

Tactic 1 –Embrace performance based expectations

Commit to “private sector” based performance expectations of all sales personnel. Conduct appropriate compensation analysis of competitive DMO’s and in-market hotel sales personnel to determine appropriate base salary, benefits and incentive compensation packages. Develop a pay for performance mindset and expectation; reward exceptional sales performance accordingly and within a competitive context.

Tactic 2 – Expand scope and range of sales training

Commit to an ongoing, continuing education and sales training program to support exceptional performance by all sales personnel. Establish minimum training requirements for all sales positions, including a working knowledge of the new CRM and all digital sales tools and resources; expect superior knowledge and performance.

Tactic 3 – Ensure leading edge tools and technology are utilized

Equip and train all sales personnel with “leading edge” digital tools and technology. Develop processes and procedures that ensure consistent sales-related applications of all brand platform elements with particular emphasis on the targeted HBGCC accounts. Expect demonstrable expertise and consistent use of the tools provided and deep understanding of the destination branding platform of all sales personnel.

Tactic 4 – Establish a “Sales Culture”

Develop an internal commitment and a specific plan associated with a culture of excellence that rewards exceptional performance and discourages mediocrity and the status quo. Define and commit to expectations that are consistent with exceptional organizational performance within a competitive context by establishing 2 to 5 year stretch goals for the department aligned with the HBGCC for city wide groups as well as in-house (hotel) bookings.



Performance Metrics

- ♦ Track number confirmed bookings, specifically considering:
 - Anticipated attendance
 - Room nights contracted
 - Anticipated HBGCC revenue
 - Economic Impact (DMAI Impact Generator)
- ♦ Track tentative pipeline, specifically considering:
 - Anticipated Attendance
 - Associated room nights
 - Projected economic impact
- ♦ Track sales activity, specifically considering:
 - Proposals on potential tentative bookings
 - Site inspections
- ♦ Track conversion ratios, specifically considering:
 - HBGCC/Citywide accounts
 - In-house accounts

3.4 Key Theme - Broaden Marketing Initiatives to Maximize Destination Awareness

The River Walk and Alamo have long been iconic destination assets associated with San Antonio. While these will always be important treasures, the broader array of gems available to visitors should be increasingly featured to ensure the all of San Antonio is appreciated. It should be thought of as stringing a necklace, that rather than an array of disjointed products, visitors are educated on how these experiences can be linked and integrated to maximize their collective power. By “serving up” these broader experiences, San Antonio not only will increasingly entice prospective visitors, they will also enhance the opportunity to engage and stimulate past guests to make a repeat visit.

Objective 1

Broaden marketing initiatives to capture the full array of products and experiences available to San Antonio visitors.

Tactic 1 - Build on current “Remember the” campaign

Recent marketing efforts are beginning to broaden this more diverse identity, but many visitors, both past and prospective, have not been exposed to this identity. These efforts should continue, but should also increasingly present how these products can be integrated around varying themes and customer segments. In many instances, the visitor looking for a great cultural experience, is also desiring a unique culinary



opportunity and the following day could want a special outdoor adventure. Rather than viewing these products in “silos,” marketing efforts should help the visitor understand the integrated diversity that only San Antonio can offer.

Tactic 2 - Continue to track and evaluate changing market trends and visitor desires

The SACVB has historically evaluated changing market desires and expectations, refining its marketing efforts to effectively speak to evolving trends. It must continue this in the future, tracking trends, like the increasingly important Hispanic market or the new opportunities of the 2018 San Antonio Centennial, and ensure it is resonating with changing desires and expectations.

In order to better understand how the destination is currently perceived and how new marketing efforts are impacting prospective visitors, image and perception studies should be continued in the future. Through these ongoing efforts, a clearer understanding of what themes and experiences set San Antonio apart and where other competitors have an edge. Collectively, this analysis would provide a clearer understanding of current identities and help refine future marketing efforts.



Tactic 3 - Work to ensure products are delivering on “Brand Promise”

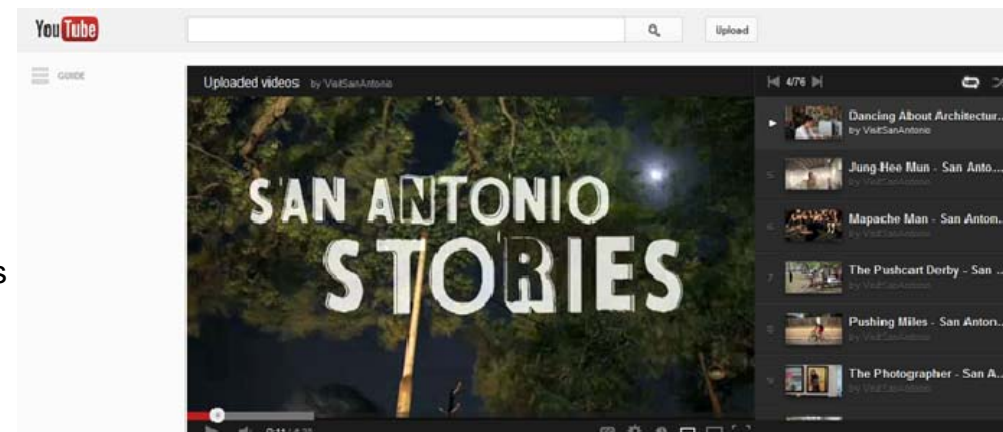
These marketing efforts will develop an expectation in visitor’s minds as to what to expect in San Antonio. The SACVB should undertake site visits and coordinate “product development working groups” that integrate representatives from varying product areas to expand linkages and integrated experiences. When new visitor profile surveys are undertaken, questions regarding product experiences should be developed that investigate visitor’s understanding of the diverse assets and how they are “served up.”

Objective 2

Ensure an array of new technologies is utilized to connect and engage visitors, both in the trip planning stages and once they arrive in the destination.

Tactic 1 - Expand social media’s “real world” experiences

New contests should be launched that challenge real visitors to tell their stories and provide suggestions on how to maximize their San Antonio experience. These voices should be carried through multiple channels (Facebook, Twitter, YouTube, etc) bringing increased authenticity and trustworthiness to recommendations. Additionally, these voices should be prominently incorporated into SACVB’s website, connecting with a broader range of prospects while in the planning stages of their trip.



Tactic 2 - Deepen experiences with downloadable stories

As these broader products and experiences are crafted, a series of downloadable guided experiences should be crafted that provide the visitor with the “back-story.” These stories could be narrated in real voices of chefs, artisans, or historians that provide the visitor a feeling of true engagement and an experience that goes beyond just a visual offering. These would be prominently depicted to connect with the visitor while they are planning their trip and actually listened to once inside the destination. These could also be easily accessed at the visitor center or other key visitor intercept points.



Tactic 3 - Expand ability to “Close the Sale”

If future changes to the organizational structure allows for increased flexibility regarding revenue generating opportunities, deeper investigation into technology resources that allow the organization to be a party to transactions should be pursued. Whether in the group or leisure markets, there are a variety of third party resources that can be considered that enhances the ability for the SACVB to “close the sale” by booking hotel rooms or other travel related needs. By utilizing these resources, the organization generates new revenue streams, while increasing the ease in which prospective visitors plan their vacation experience and book actual trip elements.



Objective 3

Speak and communicate with current and past visitors to ensure the opportunity to maximize repeat visitation is being achieved.

Tactic 1 - Reconnect with targeted messages

The SACVB has developed important customer databases that allow ongoing connection and communication. As new marketing themes and experiences are more fully developed, these databases should be refined to allow targeted messaging that speaks to segmented interests. Particular attention should be placed on providing ideas and reasons for past visitors to plan a repeat trip.

Performance Metrics

- ♦ Track number of marketing impressions that incorporate themes beyond traditional driver products
- ♦ Develop benchmarked attitudes derived from image and perception study, track changes in future years to both perceptions of San Antonio and its competitive position to other destinations
- ♦ Track visitor engagement through variety of electronic mediums:
 - Unique visits/time on site/page views
 - Friends/Likes Views

Downloaded connections

- ♦ Expansion of customer databases, number of connections
- ♦ Transaction based engagement—sales volumes

3.5 Key Theme - Expand and Enhance Range of Leisure and Convention Services

The “state of the organization” identified the importance of engaging and educating destination visitors while they experience San Antonio. Strategically, both leisure guests and convention attendees represent opportunities to extend the stay of current guests and educate others, enticing a future visit when the initial or current stay is for business or other purposes. Additionally, delivering a quality experience for professional meeting planners and meeting attendees is central to successful long term convention sales efforts, making the convention services function and performance an integral part of the overall destination marketing and sales functions.

Objective 1

Maximize both current and future ROI impacts by engaging existing visitors once they have arrived in San Antonio.

Tactic 1- Intercept current guests

The San Antonio visitor center is located in a high visitor traffic location across the boulevard from the historic Alamo; however the current facility has some intercept limitations because of poor signage and little available proximate parking. These factors limit the engagement of this highly qualified group of future prospects and require remedial action to maximize the opportunity. Initiatives that increase intercept locations both permanent and mobile or temporary should be tactically pursued as an integral part of this strategy.

SACVB should initiate efforts to study available intercept locations and mobile technologies and other applications to supplement the current intercept facility at the Alamo. Seek locations or mobile kiosks that are technologically equipped to deliver rich media and promotional messaging that educate visitors on the full range of attractions and activities in the San Antonio area. Additionally, consideration for the abandonment of the commercial and retail aspects of the current facility and a remodel with a full range of rich media technologies including hardware and software should be pursued.

SACVB should seek opportunities to fully engage and educate existing leisure guests and business travelers during the current



visit with two goals in mind: extend the current stay and motivate a return visit.

Tactic 2– Evaluate impacts of intercept connection

New “Value of Intercept” survey efforts should investigate how visitor’s trip experience is influenced after connecting at the visitor center of other intercept point. These efforts should consider how the visitor finds their way to the center, how their understanding of the destination is influenced and if decisions regarding their spending activities, duration of visit and potential for a repeat visit is impacted.

Objective 2

Ensure that the functional responsibility of the SACVB Sales department is aligned with convention services department and the Henry B. Gonzales Convention Center event services team.

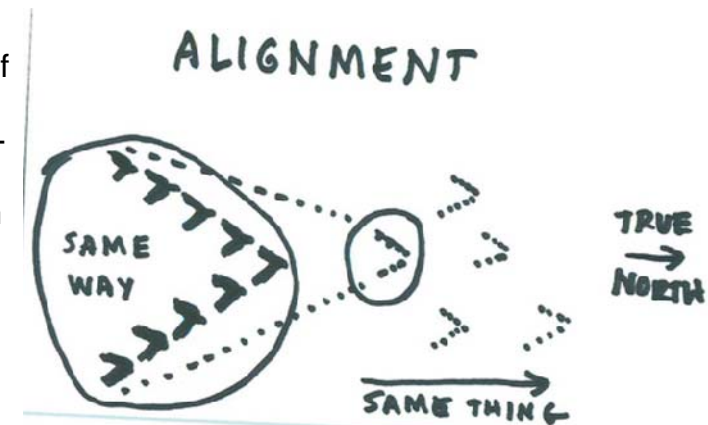
Tactic 1– Deepen communication systems

In 2008, the Destination Marketing Association and the International Association of Assembly Managers jointly published an industry “white paper”, *Best Practices in Convention Center Sales and Operations*. Several key themes emerged as essential elements for any destination marketing organization and their partner facilities with the goal to ensure a seamless experience for their prospective customer from the onset of the sales cycle to move out.

If properly structured, the interface between the sales and services department within SACVB and the corresponding interface with the event service team at the HBGCC will not only result in enhanced customer experiences, but ensure the probability of re-booking business for future dates.

SACVB management must ensure that all sales intelligence gathered by sales personnel in the solicitation process is properly accounted for within each customer record in the CRM and that the handoff of the file between departments supports the needs of each individual customer account. SACVB should develop appropriate internal procedures supporting account record keeping by sales personnel prior to the handoff to services. Develop communication policies that upon contracting, every customer is informed of key steps and actions by services should be expected and when to expect them.

Either through the CRM or otherwise, for every HBGCC account that is contracted for future dates, all sales and services records should be made available to the event services team at HBGCC. Further, any joint site visits and pre-convention meetings prior to arrival should be jointly managed and supported by representatives of both the SACVB and HBGCC services managers. New



technologies should be continually considered and used to maximize communication effectiveness whenever possible.

Tactic 2 – Expand Cross Training

SACVB management, jointly with HBGCC leadership, must ensure that Convention Services personnel and event management staff be cross-trained to ensure the seamlessness of the event experience. SACVB staff must have all the functional knowledge of facility capabilities and services to respond to customer needs at any time event staff is unavailable. Conversely, since move-in and set-up often takes place outside the normal business day, event service personnel need a broad, working knowledge and understanding of the service related vendors in the community. SACVB should ensure the development of, and ensure the delivery of, appropriate electronic resources and guides that equip the event personnel to respond to customer needs and requests.

Tactic 3 – Pursue expanded data management and exchange

Convention and event planning is a complex, detail oriented process that requires critical attention by all service related personnel. To ensure a seamless experience for the customer, SACVB and HBGCC management should pursue compatible data systems that allow either organization appropriate access to the customer records, sales intelligence, contracts, event schedules and all other event specific requirements that sales has committed and services must deliver. When the SACVB is prepared to invest in a new CRM, its new data system must be configured and capable of an effective interface, at least on a read-only basis with the event management and the booking systems in use by HBGCC. SACVB must ensure the electronic communication systems and data management policies are effectively developed and properly implemented by all service personnel.



Performance Metrics

- ◆ Track leisure visitor intercept volume at both primary visitor center and new intercept points— translate to prospective extended stay/spend and repeat potential.
- ◆ Revise and implement customer satisfaction surveys to assess group service delivery components for both SACVB and HGBCC personnel and seamlessness from customer perspective.
- ◆ Continue to use customer feedback as a measure of performance and compensate exceptional performance when feasible.
- ◆ Track cross-training program efforts for all personnel and ensure participation by all engaged with delivering the overall meeting experience to the contracted customer.

3.6 Key Theme - Maximize Connection to the Community and It's Future Development Opportunities

Historically, the SACVB's primary mission has been to market the destination and build external visitor spending. While this will continue to be of prime importance, it will be important that the industry's connection to the quality of life offered in San Antonio is increasingly understood by both residents and community leaders. Additionally, the SACVB needs to take an increased role in prioritizing and stimulating new development activities that speak to both external visitors and internal resident desires.

Objective 1

Expand the range of approaches to connect and communicate the role and successes of the SACVB with internal constituent bases.

Tactic 1– Launch internal quality of life campaign

The SACVB has strong marketing and communication capabilities that has been utilized to connect and engage external visitors. These same skill sets should be used to increasingly connect with internal residents and leadership to ensure they recognize how the visitor industry is influencing them. Whether the greater diversity of culinary and retail offerings, the incremental tax resources generated by external visitors, or the direct and indirect supported jobs, these impacts need to be better understood and appreciated. Importantly, these impacts cannot be communicated by just a dry, economic report, but rather in engaging, visual means that are presented on an ongoing “bite-sized” approach.



Tactic 2– Undertake new resident/leadership survey

New survey efforts would be undertaken to track how internal residents and leaders perceive the visitor industry's role in San Antonio. As new quality of life campaigns are undertaken, these survey efforts would track effectiveness in changing minds and attitudes related to the industry. Consideration of integrating hospitality industry questions into the City's bi-annual community survey should be explored.



Objective 2

Foster connections between visitor industry and targeted economic development opportunities.

Tactic 1– Work to prioritize prospective “high-value” convention targets

As the HBG Convention Center is expanded and can accommodate broader ranges of convention sizes, increased efforts with varying economic entities should be undertaken to identify prospective groups that align with high value clusters targeted for future economic expansion. Clear proactive efforts should be undertaken



with these entities to heighten their awareness of San Antonio and stimulate potential meeting activity in the destination. Enhanced incentives should also be considered with these groups that provide an expanded reason to choose San Antonio.

Tactic 2– Communicate economic development connection

New coordinated economic development efforts should be clearly communicated to both city leadership and the broader business community, demonstrating how the SACVB is playing a critical role in introducing prospects to opportunities in the city. As successes are experienced, innovative ways of communicating when and how convention delegates are exposed to San Antonio opportunities should be presented.

Tactic 3 – Expand Mexico connection

San Antonio already possesses a close connection to Mexico and many Mexican business operations use San Antonio as a hub for their U.S. connection. The role of the SACVB in expanding the range of direct Mexico flights should be recognized and new economic development targets should be coordinated to identify new and expanded ways that leisure marketing efforts could support or expand broader economic development goals.



Objective 3

Proactively undertake new initiatives to lead the destination in pursuing new tourism related development opportunities.

Tactic 1– Embrace a “Destination Architect” role

Entities like the SACVB have historically seen their role as purely a marketing entity. To maintain the organization’s forward, innovative position, it should embrace a role as a “Destination Architect” for San Antonio. A wide variety of new development concepts and ideas have been forwarded by the DestinationSA and San Antonio 2020 initiatives. The SACVB should be seen as the entity that is “convening the table” to help prioritize future efforts and foster the kind of innovative thinking that stimulates new initiatives. Importantly, they should not be seen as the development entity or as the financier of new development efforts, but rather as the architect, identifying new initiatives that could work synergistically with other assets and bringing entities together to foster future realities.



Tactic 2– Create a Product Development Working Group

In pursuing this Destination Architect role, a product development working group should be created. This entity would incorporate innovative thinkers from a cross-section of themes (cultural, outdoor recreation, culinary, etc.) The working group would be a key entity in both identifying new ways that existing products could be increasingly integrated, as well as prioritizing new development efforts that could maximize the future potential appeal of San Antonio. This working group would also be a key resource in helping implement integrated marketing initiatives as outlined in Section 3.3.

Performance Metrics

- ◆ Track number of new internal campaign messages and breath of reach
- ◆ Track changes in internal resident and leadership perceptions of the industry
- ◆ Track number of “high value” convention targets and success rate of attracting
- ◆ Identify number of leaders engaged in Product Development Working Group
- ◆ Track number of new product enhancements or new development achieved by the Group

4.0 Strategy Summary and Timeline

The following chart provides a summary of the strategy objectives and tactics, along with suggested priorities/timing relative to their implementation over a 5 year planning horizon. Early stage implementation would occur within the first 12 to 24 months. Mid-timing would occur late in the second year to early in the fourth year, while later timing would occur in the last two years of the planning timeframe. A variety of tactical elements would be implemented over a combination of these time horizons. Additionally, an associated anticipated cost category is noted for each tactic. These costs could clearly vary depending on the exact scope and amount of activity done internally versus contracting with outside vendors. However, these categories provide a broad understanding of the likely extent of resources that would be needed for implementation. Limited resources would generally require less than \$10,000, moderate would require between \$10,000 and \$50,000 and significant would be above \$50,000.

SACVB Mission

Promote, market and assist in developing San Antonio as a premier leisure visitor and convention/meeting destination for the purpose of positively affecting the City's economy and enhancing citizens' quality of life.

Tactical Timing
Early Mid Later

Key Theme - 1 Work Towards an Enhanced Organizational Structure

Objective 1 - Develop policies and analyze best practices to maximize businesslike functionality, recognizing the current City of San Antonio structure.

Tactic 1 - Audit businesslike functionality limitations - Limited Resources Required

X

Tactic 2 - Contrast to competitive DMOs - Limited Resources Required

X

Tactic 3 - Work with City management to refine limitations - Limited Resources Required

X

Objective 2 - Initiate a process that would identify the most effective alternative organizational structure that maximizes destination ROI to the City of San Antonio, while considering the funding elements of both the City and investments of private sector stakeholders.

Tactic 1 - Evaluate alternative organizational structures - Limited Resources Required

X

X

Tactic 2 - Identify funding requirements and sources - Limited Resources Required

X

X

Tactic 3 - Preferred alternative selected and implemented - Moderate Resources Required

X

Key Theme 2 - Maximize the Effectiveness of the Convention and Group Sales Effort

Objective 1 - Ensure that all sales initiatives and programs maximize the use of industry “best practices” and “leading edge” technology tools.

Tactic 1 – Align sales processes with industry “Best Practices” - Limited Resources Required	X		
Tactic 2 – Enhance data management systems - Significant Resources Required	X		
Tactic 3 – Embrace new sales tools - Significant Resources Required		X	X
Tactic 4 – Refine deployment strategies to maximize stakeholder alignment - Limited Resources Required	X	X	X

Objective 2 - Ensure that all sales initiatives maximize the potential success of the expanded Henry B. Gonzales Convention Center.

Tactic 1 – Integrate priorities with key stakeholders - Limited Resources Required	X		
Tactic 2 – Expand depth of business evaluation model- Limited Resources Required		X	
Tactic 3 – Proactively work to minimize construction impacts - Limited Resources Required	X	X	X
Tactic 4 – Aggressively market the expansion - Significant Resources Required	X	X	

Objective 3 - Initiate efforts to ensure that the SACVB sales team is represented by highly qualified and effectively motivated individuals to maximize organizational performance. (Efforts to meet this objective must be included within the context of the initiatives associated with the Organizational Structure Strategy)

Tactic 1 – Embrace performance based expectations- Limited Resources Required	X		
Tactic 2 – Expand scope and range of sales training - Moderate Resources Required	X	X	
Tactic 3 – Ensure leading edge tools and technology are utilized - Significant Resources Required		X	
Tactic 4 – Establish a “Sales Culture” - Limited Resources Required		X	X

Key Theme 3 - Broaden Marketing Initiatives to Maximize Destination Awareness

Objective 1 - Broaden marketing initiatives to capture the full array of products and experiences available to San Antonio visitors.

Tactic 1 - Build on current “Remember the” campaign - Limited Resources Required		X	
Tactic 2 - Continue image/perception study - Moderate Resources Required		X	
Tactic 3 - Work to ensure products are delivering on “Brand Promise” - Limited Resources Required			X

Objective 2 - Ensure an array of new technologies is utilized to connect and engage visitors, both in the trip planning stages and once they arrive in the destination.

Tactic 1 - Expand social media’s “real world” experiences - Limited Resources Required	X		
Tactic 2 - Deepen experiences with downloadable stories - Limited Resources Required		X	
Tactic 3 - Expand ability to “Close the Sale” - Moderate Resources Required		X	X

Objective 3 - Speak and communicate with current and past visitors to ensure the opportunity to maximize repeat visitation is being achieved.

Tactic 1 - Reconnect with targeted messages - Limited Resources Required	X	X	X
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Tactical Timing		
Early	Mid	Later

Key Theme 4 - Expand and Enhance Range of Leisure and Convention Services

Objective 1 - Maximize both current and future ROI impacts by engaging existing visitors once they have arrived in San Antonio.

Tactic 1- Intercept current guests - Moderate Resources Required

X

Tactic 2 - Evaluate impacts of intercept connection - Limited Resources Required

X

X

Objective 2 - Ensure that the functional responsibility of the SACVB Sales department is aligned with convention services department and the Henry B. Gonzales Convention Center event services team.

Tactic 1 - Deepen communication systems - Moderate Resources Required

X

Tactic 2 - Expand Cross Training - Limited Resources Required

X

Tactic 3 - Pursue expanded data management and exchange - Significant Resources Required

X

Key Theme 5 - Maximize Connection to the Community and It's Future Development Opportunities

Objective 1 - Expand the range of approaches to connect and communicate the role and successes of the SACVB with internal constituent bases.

Tactic 1– Launch internal quality of life campaign - Limited Resources Required

X

Tactic 2– Undertake new resident/leadership survey - Limited Resources Required

X

Objective 2- Foster connections between visitor industry and targeted economic development opportunities.

Tactic 1– Work to prioritize prospective “high-value” convention targets - Limited Resources Required

X

Tactic 2– Communicate economic development connection - Limited Resources Required

X

Tactic 3 – Expand Mexico connection - Significant Resources Required

X

Objective 3 - Proactively undertake new initiatives to lead the destination in pursuing new tourism related development opportunities.

Tactic 1– Embrace a “Destination Architect” role - Moderate Resources Required

X

X

Tactic 2– Create a Product Development Working Group - Limited Resources Required

X

X

APPENDIX I

Advisory Team Members

Advisory Team Members

Dan Decker, Sea World – CVC
Katie Luber, San Antonio Museum of Art
Ramiro Cavazos, Hispanic Chamber President
Ed Belmares, Assistant City Manager
Arthur Coulombe, JW Marriott
Robert Thrailkill, GM Hilton Palacio del Rio – CVC Incoming Chair
Davis Phillips – President & CEO, Phillips Entertainment – CVC Vice Chair
Marise McDermott, President & CEO Witte Museum – Outgoing CVC Chair
Casandra Matej, Director Convention & Visitors Bureau
Mike Sawaya, Director Convention Sports & Entertainment Facilities
Felix Padron, Director Office of Cultural Affairs

APPENDIX II

Organizational Benchmarking

Organizational Benchmarking Competitive Set & \$10MM+ Budget

Organizational Benchmarking

Competitive Set

Austin
Dallas
Houston
Denver
Phoenix
New Orleans
Orlando
Chicago

CVBs Budgets +\$10 million

Atlanta
Atlantic City
Baltimore
Boston
Chicago
Denver
Detroit
Ft Lauderdale
Ft Myers
Houston
Indianapolis
Kissimmee
Las Vegas
Los Angeles

Louisville
Miami
Nashville
New Orleans
New York
Orlando
Philadelphia
Phoenix
San Francisco
Tampa Bay
Virginia Beach
Washington

ATTACHMENT V – PUBLIC ART PLAN

AN ORDINANCE 2012-10-11-0796

APPROVING THE 2012 BOND PUBLIC ART PLAN, CAPITAL PROJECTS ARTIST POOL AND AUTHORIZING SELECTION, NEGOTIATION AND EXECUTION OF PUBLIC ART DESIGN, FABRICATION AND/OR INSTALLATION AGREEMENTS BETWEEN THE CITY OF SAN ANTONIO, TEXAS AND THE ARTISTS IN THE CAPITAL PROJECTS ARTIST POOL FOR PROJECTS IN THE 2012 BOND PUBLIC ART PLAN IN AN AGGREGATE AMOUNT NOT TO EXCEED THE \$5,901,000.00 AVAILABLE FOR PUBLIC ART IN THE 2013-2018 CAPITAL IMPROVEMENTS BUDGET WITH PAYMENT SUBJECT TO THE AVAILABILITY OF FUNDS, IN CONNECTION WITH THE 2012 GENERAL OBLIGATION BOND PROGRAM.

* * * * *

WHEREAS, the City has approved a policy designating 1% of eligible capital improvements funds for public art and on May 12, 2012 the 2012-2017 Bond Program including a 1% allocation for public art projects from each proposition was passed by the voters; and

WHEREAS, in order to implement the policy the City issued a National Call for Artists seeking artists for the creation of a Capital Projects Artist Pool and received 231 responses; and

WHEREAS, the Public Art Board has approved the Capital Projects Artist Pool consisting of 92 artists recommended by a panel including representatives from the City of San Antonio Citizen's Bond Oversight Commission, the Cultural Arts and Public Art Boards, community arts professionals, designers and City staff; and

WHEREAS, the City has formulated and the Public Art Board has approved a 2012 Bond Public Art Plan (the "Plan") listing the projects organized into the following categories: cultural corridors, neighborhood connectivity, iconic gateways, community parks, facility identifiers and arts conservation; and

WHEREAS, City Council approved funding for public art projects in the 2013-2018 Capital Improvement Budget on September 13, 2012 pursuant to Ordinance No. 2012-09-0696 and as amended by City Council on October 11, 2012; and

WHEREAS, in an effort to expedite the implementation of the Plan, it is the desire of City Council to authorize the selection, negotiation, and execution of all Public Art Agreements with artists selected from the Capital Projects Artist Pool in accordance with the Plan in one action;
NOW, THEREFORE:

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The City of San Antonio hereby adopts the 2012 Bond Public Art Plan, which is attached as **Exhibit 1**, listing the Projects.

SECTION 2. The City Manager or her designee is authorized to negotiate contracts in accordance with the attached templates for public art design, installation and fabrication with the artists listed in the Capital Projects Artist Pool, which is attached as **Exhibit 2**, to fulfill the Plan.

SECTION 3. If the contracts for public art design, fabrication and/or installation can be negotiated in accordance with the templates for the: (1) Public Art Design Agreement, (2) Public Art Fabrication and Installation Agreement, and/or (3) Public Art Design, Fabrication and Installation Agreement, attached in substantially final form as **Exhibit 3**, then the contracts may be executed by the City Manager or her designee without further City Council action.

SECTION 4. Payment for services are contingent upon the availability of funds and the sale of future City of San Antonio, General Obligation Bonds which are the public art funds available and appropriated in the approved FY 2013 – FY 2018 Capital Improvement Budget. All expenditures will comply with the approved capital budgets for current and future fiscal years.

SECTION 5. Payment not to exceed an aggregate amount of \$5,901,000.00, as delineated in the FY 2013 – FY 2018 Capital Improvement Budget and the Plan, is authorized to be encumbered with the public art contracts for the projects listed in the Plan.

SECTION 6. The financial allocations in this Ordinance are subject to approval by the Director of Finance, City of San Antonio. The Director of Finance, may, subject to concurrence by the City Manager or the City Manager's designee, correct allocations to specific SAP Fund Numbers, SAP Project Definitions, SAP WBS Elements, SAP Internal Orders, SAP Fund Centers, SAP Cost Centers, SAP Functional Areas, SAP Funds Reservation Document Numbers, and SAP GL Accounts as necessary to carry out the purpose of this Ordinance.

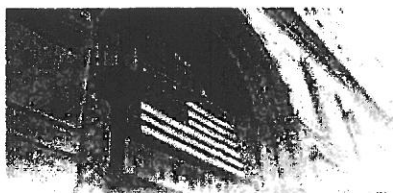
SECTION 7. This Ordinance shall be effective immediately upon passage by eight affirmative votes; otherwise, it shall be effective on the tenth day after passage.

PASSED AND APPROVED on this 11th day of October, 2012.


M A Y O R
Julián Castro

ATTEST: 
Leticia M. Vacek, City Clerk

APPROVED AS TO FORM: 
Michael D. Bernard, City Attorney



Request for
**COUNCIL
ACTION**

City of San Antonio



Agenda Voting Results - 4C

Name:	4A, 4B, 4C, 4D, 4E						
Date:	10/11/2012						
Time:	10:37:23 AM						
Vote Type:	Motion to Approve						
Description:	An Ordinance approving the proposed 2012 Bond Public Art Plan and pre-qualified list of artists, which may be used for projects in the Capital Improvement Program; and, authorizing the negotiation and execution of public art design, fabrication and installation services agreements with the pre-qualified list of artists in an aggregate amount not-to-exceed funding available for public art in the FY 2013–2018 Capital Budget; and, authorizing payments subject to the availability of funds.						
Result:	Passed						
Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Julián Castro	Mayor		x				
Diego Bernal	District 1		x				
Ivy R. Taylor	District 2		x				
Leticia Ozuna	District 3		x				
Rey Saldaña	District 4		x				
David Medina Jr.	District 5		x				
Ray Lopez	District 6		x				
Cris Medina	District 7		x				
W. Reed Williams	District 8		x				
Elisa Chan	District 9		x			x	
Carlton Soules	District 10		x				x

2013-2014 Public Art Plan Overview

Public Art Plan Background

2001: City Council established policies and procedures within the Unified Development Code (UDC) that address the Public Art and Design Enhancement Program.

2008: City Council amended the UDC, resulting from recommendations within the City's comprehensive public art master plan, which included the creation of 'Public Art San Antonio' and the 7-member **Public Art Board** appointed by the Mayor.

2010: City Council made additional UDC changes to allow pooling of public art funds.

2011: City Council approved a **Public Art Ordinance** that designates 1% of eligible capital improvement funds for public art, as well as updated guidelines addressing art conservation and maintenance of the collection.

The 1% eligibility applies to appropriations for any capital project contained in a bond proposition, as well as non-bond capital projects with a total project cost that is greater than \$500,000.00, excluding projects designated solely for real estate acquisition, demolition, equipment, financing, below grade water or waste-water repairs, or maintaining existing infrastructure and facilities.

2012: OCA began developing an annual public art plan that responds to the voter-approved **2012 Bond Program**, which included public art in the total amount of \$5.9 million, consisting of 1% in five propositions. OCA has initiated a process to propose future public art projects tied to the 2012 Bond based upon an effective use of proposition budgets, adopted neighborhood plan recommendations, potential for integration with capital projects, maintenance impact, and distribution throughout the city. Additionally, staff has adhered to following adopted public art ordinance criteria that guides the annual art planning process, which includes:

- a. Coordination and collaboration with existing/planned infrastructure improvement projects, including partnership projects;
- b. Connectivity between neighborhoods, community facilities, cultural landmarks, and economic/development centers;
- c. Leverage existing improvements and funding, both public and private;
- d. Complete and/or sustain significance of previously established projects.
- e. Support transportation and/or pedestrian connectivity and areas of density.
- f. Support improvements within established boundaries, such as special districts or focal areas in need of revitalization and upgrade.
- g. Achieve an overall balance of public art projects throughout the City based upon planning recommendations.
- h. Improve value of public and private property and overall quality of life.
- i. Support identified needs or projects within adopted strategic plans.



Plan Implementation

Implementation is already moving forward in two critical areas: launching a comprehensive artist selection process, and developing a project matrix proposing prioritized public art opportunities.

Artist Selection Process: In July 2012, OCA issued a **National Call for Artists** to seek artist qualifications for the creation of a 'Capital Projects Artist Pool', a pre-qualified list of artists to be considered for public art design and fabrication services tied to capital projects.

- 227 artists submitted qualifications by the August 10 deadline, and a selection panel has completed scoring and recommendations as of August 29. For FY2013, the panel has recommended a list of 92 diversely-talented artists from throughout the US, including 30% local.
 - The selection panel consisted of representation by the City's Cultural Arts Board, Public Art Board, Citizen's Bond Oversight Committee, a local museum curator, a local architectural design educator, a local urban design and transportation planner, and the Public Art Manager.
- The Capital Projects Artist Pool will serve as a City Council-authorized roster of public artists which is updated each year through an annual call for artists administrated by OCA.
- Once reviewed and selected, artists who have been selected will remain in the pool for a period of 2 years after which they may reapply for consideration.
- At the city's discretion, OCA may choose to conduct a separate call for artists to enhance recruitment and diversity of artistic talent. In such instances, artists already included in the authorized pool will not need to apply in order to be eligible for said calls for artists.

Proposed Public Art Opportunities: The following rationale represents six areas that consistently surface as valuable and functional ways to integrate public art into the capital improvement program, as well as serve to best represent the selection criteria.



1. *Cultural Corridors* – Public artworks that are associated with the city's development of cultural zones and corridors that help link downtown to the arts and cultural districts, facilities and activities.

2. *Neighborhood Connectivity* - public artworks that enhance various capital improvements and infrastructure to mark destinations and center points of established neighborhoods, cultural and historic places, and shared community space.

3. *Iconic Gateways* – Significant large-scale metropolitan artworks that serve as highly visible signifiers and landmarks for downtown. A specific location and content will be developed to respond to a particular context, to assist with way-finding needs, or to support placemaking initiatives in connection with development.

4. *Community Parks* - Public art that interacts or enhances a park-related function or activity, such as trail heads, seating areas, hiking/biking amenities or interpretive murals and sculptures.

5. *Facility Identifiers* - Public art projects that help to define and communicate a facility's sense of place and/or the services provided by the department and the character of the community that benefits from said services. These may be integrated into a facility or works of art may be acquired to fit existing needs.

6. *Art Conservation* - Projects that address the art conservation needs of public buildings and infrastructure undergoing improvements. This art conservation may include replacement or restoration of materials, surfaces, and related project needs to restore the functionality of the affected artwork.



Proposed Implementation of 2012 Bond Program Public Art

This list represents the complete distribution of available public art funds within the 2012 Bond Program.

- Streets, Bridges & Sidewalks: \$3,341,000.00
- Drainage and Flood Control: \$1,268,000.00
- Parks, Recreation & Open Space: \$863,000.00

- Libraries, Museums & Cultural Facilities: \$287,000.00
- Public Safety Facilities: \$142,000.00

Proposed budgets achieve an overall balance of public art projects throughout the City (see Chart 1).
In cases where more than one bond project or bond proposition is impacted, an asterisk (*) is indicated.

CULTURAL CORRIDORS

Hays Street Bridge Area	\$50,000	District 2
Espada Park Road	\$100,000	District 3
Elmendorf Lake Area*	\$190,000	District 5
Alamo Plaza	\$50,000	Citywide
Broadway Cultural Corridor*	\$330,000	Citywide

NEIGHBORHOOD CONNECTIVITY

District 1 Neighborhoods	\$135,000	District 1
Presa Road Entrance	\$330,000	District 3
District 4 Neighborhoods	\$100,000	District 4
Theo/Malone Roads	\$100,000	District 5
Great Northwest	\$325,000	District 6
Hausman / Leon Creek*	\$354,000	District 8
Redland Neighborhood*	\$295,000	Districts 9/10
Midtown - East Myrtle	\$300,000	District 1
Mud Creek/Thousand Oaks	\$150,000	District 10
Woodlawn Lake Area*	\$375,000	District 7

ICONIC GATEWAYS

Downtown Gateways	\$750,000	Citywide
HemisFair*	\$1,075,000	Citywide

COMMUNITY PARKS

Eastside Parks	\$80,000	District 2
Pearsall Park	\$278,000	District 4
Panther Springs Park	\$80,000	District 9

FACILITY SIGNIFIERS

New Senior Center	\$100,000	District 10
New Branch Library	\$100,000	District 2
New Branch Library	\$100,000	District 9
New Fire Stations*	\$142,000	District 2

ART CONSERVATION

Guadalupe Theater Mural	\$12,000	District 5
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Next Steps

- City Council authorizes FY2013 Capital Projects Artist Pool and Project Matrix as part of October 11 Agenda Item for 2012 Bond mass selection of consultants.
- Staff to assemble advisory committees consisting of representatives from City Council committees, such as the Public Art Board, Cultural Arts Board, Library, Parks, and Citizens Bond Oversight Committee, as well as impacted community stakeholders and qualified arts and design professionals.
- Administer and facilitate reviews of the Artists Pool to address each public art opportunity and conduct interviews, solicit proposals, and make final recommendations to select public artists for design phase.

ATTACHMENT VI: FY 2014 Arts & Cultural Agency Funding

Amount Received from City of San Antonio as a Percent of Budget

City Owned Facility Agency¹	FY 2013 Award & FY 2014 Proposed	City's Award as a Percent of Budget²
Centro Cultural Aztlan, Inc	\$ 91,500	30%
Guadalupe Cultural Arts Center	332,600	19%
Magik Children Theatre, Inc. (The Magik Theatre)	178,795	9%
San Antonio Little Theatre, Inc. (San Pedro Playhouse)	137,675	19%
Symphony Society of San Antonio	540,060	10%
San Antonio Museum Association (Witte Memorial Museum)	484,780	8%
Total City Owned Facility Agency	\$ 1,765,410	

Non City Owned Facility Agency- Operational Support	FY 2013 Award & FY 2014 Proposed	City's Award as a Percent of Budget¹
American Indians in Texas at the Spanish Colonial Missions	\$ 37,750	8%
Artpace, Inc.	245,000	12%
ARTS San Antonio	182,250	17%
AtticRep	12,750	22%
Ballet San Antonio	65,000	26%
Benissimo Music Productions	12,000	29%
Bihl Haus Arts	30,000	18%
Cactus Pear Music Festival	53,000	24%
Children's Chorus of San Antonio	90,666	23%
Children's Fine Arts Series	21,540	18%
Classic Theatre of San Antonio	22,750	16%
Conjunto Heritage Taller	18,742	30%
Contemporary Art for San Antonio	170,750	24%
Dreams Fulfilled Through Music	12,500	20%
Esperanza Peace and Justice Center	200,750	25%
Gemini Series Inc. dba Gemini Ink	95,000	23%
International Accordion Festival	30,500	22%
Jump-Start Performance Company	201,750	27%
Musical Bridges Around the World	47,500	24%
Network for Young Artists, Inc.	38,860	30%
Opera Guild of San Antonio	16,000	19%
San Anto Cultural Arts	85,500	27%
San Antonio Brass	12,500	21%
San Antonio Chamber Choir	10,250	18%
San Antonio Children's Museum	70,000	5%
San Antonio Choral Society	11,000	16%
San Antonio Dance Theatre dba SA Metropolitan Ballet	36,000	10%

Non City Owned Facility Agency- Operational Support	FY 2013 Award & FY 2014 Proposed	City's Award as a Percent of Budget¹
San Antonio Dance Umbrella	12,500	21%
San Antonio International Piano Competition, Inc.	11,500	11%
San Antonio Museum of Art	330,500	6%
SAY SI	175,000	19%
SOLI Chamber Ensemble	12,750	25%
Southwest School of Art & Craft	287,500	8%
URBAN-15 GROUP	107,000	27%
Youth Orchestras of San Antonio	158,750	17%
Total Non-City Owned Facility Agency- Operational Support	\$ 2,925,808	

NOTES

1. Excludes Carver Community Cultural Center of \$327,627

2. Based on FY2010 - 990's + in-kind